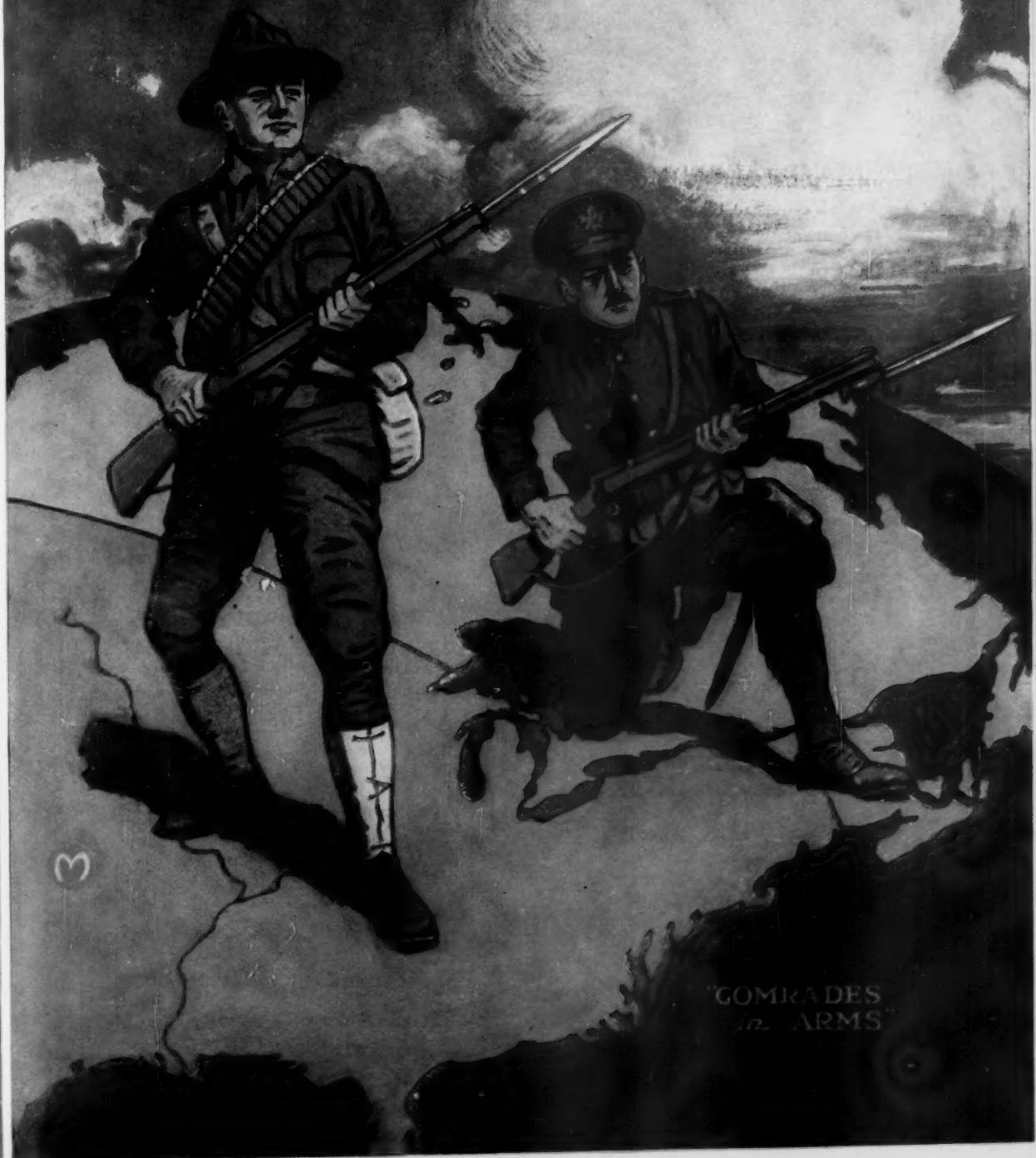


Vol. XI No. 2

AUGUST, 1917

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THE ROTARIAN



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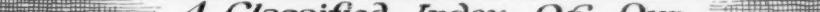
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Leonard Wood (*The New American Army*) is the ranking officer of the United States Army. Major General Wood made a special trip to Atlanta to deliver this message to the Rotarians.

Daniel M. Henderson (*The Road to France*) is a Marylander who entered these verses in a recent contest conducted by the National Arts Club of New York City for a prize war poem. His verses won the first prize in the contest in which several thousand poems were entered.

Waldon Fawcett (*Uncle Sam, Big Business & Co.*) is a resident of Washington, D. C. He is a magazine writer and correspondent.

Paul N. Clancy (*Mobilizing the Army of Tar Babies*), member of the Rotary Club of Syracuse, is an analytical chemist and bacteriologist. He has devoted a great deal of time to the study of industrial chemistry and works nearly every evening in his laboratory. This is the first of a series of three articles written by Rotarian Clancy for this magazine about one of the most important phases of modern industrial development.

■ **Pomeroy Burton** (*Throwing the Spotlight on the War*), a native of the United States, and formerly a prominent newspaper editor in New York City, is now the managing editor of several of the big British dailies owned by Lord Northcliffe. He came to the United States recently to help the Americans realize the war situation. This article was an address delivered at the Rotary Convention in Atlanta.

Dr. Jas. A. MacDonald (*Service—a World Force*), noted Canadian journalist and orator, delivered this talk at the Atlanta Convention. Dr. MacDonald is the editor of *The Toronto Globe*. A number of years ago he was pastor of a Presbyterian church in Ontario of which E. Leslie Pidgeon, president of International Rotary, was later the pastor.

Edward King (*A Vision of the Rotary of Tomorrow*), is a member of the Rotary Club of Tacoma, and is in much demand because of his ability to deliver eloquent talks that are filled with meat. This address was delivered at the Atlanta Convention.

Allen D. Albert (*Community Service for Rotarians*), past president of the I. A. of R. C., presented this address at the Atlanta Convention as a report from the Special Assembly on Community Service.

Guy Gundaker (*Rotary's Program of Education*), member of the Rotary Club of Philadelphia, second vice-president of the International Association last year, chairman of the international committee on philosophy and education the year before, chairman of the international committee on convention program for the San Francisco Convention, stepped into the breach this year (with Allen D. Albert) and at the last minute prepared this report for the committee on philosophy and education, after the regularly appointed chairman had suffered a physical collapse.

F. W. Galbraith, Jr. (*Ways and Means Committee Report*) member of the Rotary Club of Cincinnati, first vice-president of the International Association in 1916-1917, was appointed chairman of a special Ways and Means Committee to investigate the financial conditions and needs of the Association, and report with recommendations. This was the report made and presented to the Atlanta Convention.

Charles H. Dewey (*Rotary in the British Isles*), member of the Rotary Club of London, was the governor of Rotary District No. 19, for 1916-1917. He has been a director of the British Association of Rotary Clubs since its organization. Rotarian Dewey visited the United States at the time of the Buffalo Convention in 1913, and was known as "The Admiral."

THE ROTARIAN

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Objects of the International Association of Rotary Clubs

1. To standardize and disseminate Rotary principles and practices.
2. To encourage, promote and supervise the organization of Rotary clubs in all commercial centers of the world.
3. To study the work of existing Rotary clubs and their value to their respective members and communities, and to clear the information thus acquired for the benefit of all Rotary clubs.
4. To promote the broad spirit of good fellowship among Rotarians, and among Rotary clubs.

THE ROTARIAN

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The Magazine of Service

Vol. XI, No. 2

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Chesley R. Perry, Editor

(Secretary I. A. of R. C.)

Philip R. Kellar, Managing Editor. Frank R. Jennings, Advertising Manager.

Editorial office: 910 Michigan Avenue, Chicago, U. S. A.

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PRESIDENT PIDGEON'S CABINET

(1)—Robinson A. McDowell of Louisville, first vice-president, I. A. of R. C. (2)—Rufus F. Chapin of Chicago, treasurer. (3)—H. J. Brunnier of San Francisco, second vice-president. (4)—Samuel B. Botsford of Buffalo, third vice-president. (5)—John Clifford Miller of Cincinnati (on left) sergeant-at-arms, getting pointers from his predecessor, W. H. Richardson, Jr., of Austin. (6)—Chesley R. Perry of Chicago, secretary. A new picture of Immediate Past President Arch C. Klumph of Cleveland, also a member of the cabinet, appears on page 117.

THE ROTARIAN

Official Organ of the International Association of Rotary Clubs

Vol. XI No. 2

EDITORIAL

AUGUST 1917

President Pidgeon's Inaugural Message



ONE of the first thoughts of a new president is that of gratitude to the Rotarians of the world for expressed confidence. They have given him the most explicit expression of their belief that he is a personal embodiment of their Rotary ideals. But when the "Tumult and the shouting die," one naturally becomes conscious of the responsibility which the coveted office imposes.

There is first the thought of the men who have filled the president's chair. Not one of them has failed. Different as they all are, each one has guided Rotary to a fuller consciousness of its mission, and has stamped upon it something of the richness of his own individuality. Paul P. Harris called Rotary into being, and endowed it with the reticent consciousness of a worthy task. Glenn Mead made prominent the value of unobtrusive sterling worth of character as a professional asset. Russell Greiner impressed Rotary with the duty and opportunity of the upright business man to socialize his conceptions of individual integrity. Frank Mulholland taught us that the affectionate and sympathetic smile is not necessarily detached from keenness of mind and firmness of purpose. Allen D. Albert manifested the value in practical affairs of life, of poetic vision and a kindly soul when coupled with an orderly and well stored mind. And Arch Klumph has left us a vision of the worth of clean, handsome, youthful manhood directed toward the logical solution of practical problems.

And Rotary has been enriched throughout the years of its growth by the touch of these men whose personalities are now a part of its inheritance. Well may one pause for a moment's reflection when this mantle falls upon his shoulders.

The condition, however, which makes the pause merely a drawing of the breath, preparatory to an effort, is the boundless possibilities which are bound up in the Rotary movement. It would not be a severe criticism of the democracies which have grown up on this American continent to say that the opportunity of individual benefit which they afforded and their apparent isolation from the rest of the world prompted them to the development of individualism. Men were vigorous, efficient and generous, but they did not observe the inseparable unity of the individual with society. Men who loved righteousness, were patriotic in spirit, and willed no harm to their fellow citizens, often failed to discern the citizen's duty to act socially in private enterprise. It was purely an outcome of the times, and the unusual individual opportunity which the development of a new country afforded.

But the law of social unity lies deep within us and our world, and we cannot long continue to violate it without experiencing a sense of wrong. The development of the whole social system during the last half century has gradually forced into our consciousness the value of society to the individual and the corresponding duty of the individual to the social organism. We have been taught that they do not stand over against each other, but possess a common life. It was but a natural conclusion that the state and the

citizen rise or fall together and that the wealth or strength of the one is but a different expression of the wealth or strength of the other.

No individual in a true Democracy can enrich himself, except by a corresponding enrichment of the community. His wealth must be an individual expression of a common condition, to which his own toil and service have contributed. This seems to me to be the historic and philosophic basis of the Rotary motto "He profits most who serves best." It means that the community and the individual are so vitally united that the one cannot be weakened without the infliction of corresponding injury upon the other.

Rotary does not belittle the individual; it does not demand that he be impoverished for general good. It states that "he profits," but it goes further and claims that he profits as a result of the community service which he and others have rendered. The greatness of Rotary is, therefore, in the greatness of the times. Its strength and its guarantee of permanency lie in its making vocal and practical a truth which lies deep in the nature of things. Its life depends upon its success in continuing to be an expression of, and a contribution to, man's social instincts. It is just because I believe that Rotary has this basis in truth, and that it is making successful attempts to make its truth practical, that I consider it worthy of the effort and loyalty of good citizens.

But our vision of social unity has been suddenly and rudely broadened. If I may venture another confession of inadequacy for our North American Democracy, it would be that we had only an obscure notion of the value of international relationships. We believed we could go and attend to our own interests, cultivate our soil, develop our society, church, and family life and let the world beyond our shores look after itself.

The present world catastrophe has awakened us from our dream. We have suddenly come to see that the ideas by which people live know no international boundaries. We are the common custodians, with our fellows in all parts of the world, of the conceptions and ideals which underlie our democratic institutions. We have learned through bitter experience that Autocracy cannot establish itself anywhere and leave us unaffected by its existence; and that Democracy cannot be attacked in any corner of the globe without its battle becoming our battle.

This fact gives point and purpose to the international aspect of Rotary: We must serve the world if we would profit by our service. Freedom cannot be denied to our fellows anywhere without its denial constituting a menace to our own freedom. The frivolous violation of treaties on the other side of the Atlantic strikes a death blow at the mutual confidence and national integrity by which we live as peaceable neighbors on this side of the Atlantic.

No nation, however distant, can deny the existence of an ethical law, or throw itself upon the brutal doctrine that "Might is right" without bringing bitterness and sorrow into our homes and hearts. We have learned the unity of our world, and with this lesson we have discovered that Rotary's task, in common with the task of good men everywhere and always, is the establishment of the truth in the lives and institutions of mankind.

America, Cuba, Britain, and Canada—the countries of Rotary—are united as never before. All the passion and devotion accumulated throughout their distinctive historic struggle for truth and freedom constitute their present spiritual heritage. Their young men will prove themselves the worthy sons of the heroic sires who believed there were realities worth dying for, and among them truth, and honor, and love, and freedom.

Rotary has before it during this year one task before which all others fade into insignificance. It must lend its power to conserve the resources, to organize the energy, to stimulate the courage, to awaken the devotion, and to direct the might of the peoples it serves, to the effectual destruction of the tyranny which has dared to conspire against the world's honor and freedom. Rotary's very life depends upon what it can contribute to our common

task. If it fails to strengthen the nations' fibers in their hour of supreme need, it has few claims upon the future.

I implore my fellow Rotarians who have honored me with their confidence to lay aside all pet theories and to unite under the leadership of our respective governments, to vindicate Democracy and establish for all future ages the freedom of mankind.

—E. LESLIE PIDGEON,
President I. A. of R. C.

Applying the Atlanta Convention

No. 1. Training Camp Activities

SELDOM in the history of organizations has so great a program of constructive work been outlined as that mapped out by the International Rotary Convention at Atlanta, for American clubs and American Rotarians. Paul Harris, in his message to the convention, stated that this was Rotary's greatest opportunity, and the convention indicated definitely how the opportunity may be grasped.

Three weeks' separation from the gripping enthusiasm and exalted patriotism of the meeting makes it possible to look back upon it with somewhat clearer mental vision. While the convention was thought-inspiring in effect, the immediate result was to stir the deepest emotions to such an extent that the best was not possible in the way of logical reasoning. During those wonderful days, our emotions swayed us so deeply that we could gain only a fleeting mental impression of the meaning of it all. Now we have had time to have this impression developed, and the negative is clear, vivid, and distinct. The picture which we print from it will be printed as we translate the message and meaning of that convention into our daily activities. If we only half live up to our duties and our opportunities as Rotarians, this picture will be clear as to detail, vivid as to humaneness, and distinct as to results.

To no body of men has there ever been given a greater mission than the self-imposed mission of American Rotary to dedicate its efforts to the wonderful task of making the new American army the cleanest army in all the history of armies—cleanest physically, mentally, morally, spiritually. Nay, even more than this: To make the new army an army with a new moral tone. An American army should be composed of men who respect American women and the women of every other land and who also have respect for themselves.

That this may be accomplished, it will be necessary to provide and maintain clean and wholesome social conditions in and around the training camps; healthful recreations; forms of physical and social amusement that will be their own proof of superiority over the canteens, saloons, and social vice pest houses of the old-style army camp.

The cooperation of every organization, social, religious, commercial, fraternal, etc., and of every person individually interested in the physical and moral health of the soldiers, will be required. The work will dovetail with the war work of the Y. M. C. A.

The soldiers are to be made to feel, to understand, that they still are the same human beings they were before they entered the ranks of an army to fight to make the world safe for democracy; that they are the same kind of boys they were when in their own homes and that we want them to continue to be the same. They are to be made to realize that because they have been set aside in training camps to prepare for the performance of a specific duty, it does not follow they have become different human beings, and consequently are not subject to the same laws of morality, of human friendship, of honorable thinking, to which they were subject in their homes before they became soldiers.

There will be antagonism and opposition. There will be some, outside

the camps, who will say that it is foolish to expect to make a saint out of a soldier; they will say that boys will be boys; they will say that natural human weaknesses must be catered to. Some will be inspired to speak thus by self-interest; some by honest conviction. Perhaps the opposition of the latter class will be the most difficult to meet and overcome.

The cold figures, unemotional, unsympathetic, inhuman in fact, are on the side of the moralist—all the figures. The best man makes the best fighting man, the most effective, the most reliable, the most alert.

The body which houses a clean mind is a cleaner body than it would be if its mental occupant were unclean. If illustrations were wanted to support this contention, hundreds of them could be found in the annals of the prize ring, whose history proves that the fighters who last the longest, who endure the most punishment without giving up, are those who lead the cleanest lives. And so, upon the ground of physical expediency alone, if upon no other ground, an army morally and mentally clean is an army greatly to be desired.

"But," reply the honest objectors, "human nature isn't perfect and you cannot make it perfect. Armies always have been unclean morally; they always will be."

The reply is obvious. Only a specious pleader could fail to anticipate it. The reply is: "We do not expect to make our soldier boys perfect. We will be satisfied if we can help them to keep as clean as they were in their own homes. Shall we admit that just because they have come under the disciplinary restraint of military training when they leave their homes and enter the training camps, they are thereby released from all the old moral restraints under which they lived clean lives in their homes? Does not the moral law hold in the training camp just as strongly as it held, and still holds, in the home?"

"Ah, we have you there," say the opponents of army cleanliness of mind and body. "We have you there. When the boys go to the army camps they are under entirely different surroundings than they were under at their homes. They leave behind so many amusements and recreations, so many pleasant and wholesome ways to utilize their leisure hours. They must have some way to give vent to their exuberant, youthful animal spirits. You've taken them away from all these wholesome amusements; they must do something."

And it is proposed to supply this lack; to provide the boys at the training camps with wholesome amusements and recreations, theatres, athletic games, books, clean social contact with the civilians, men and women, music, club rooms, etc.

In this work the Rotary clubs and individual Rotarians can be of great assistance. Before the Atlanta Convention, the directors pledged Rotary to give this help. The convention approved this action, and heartily endorsed the slogan put forth by the directors as the slogan of Rotary:

"Let us protect our soldiers from evil influences in home camps while they are training to protect us from foreign foes."

In the Fosdick Commission on Training Camp Activities, the Rotary clubs and Rotarians have an agency thru which they can efficiently expend their efforts to live up to this slogan. The official name of the organization is: "The War Department's Commission on Training Camp Activities." Raymond B. Fosdick is the chairman; his address is Washington, D. C.

If the Commission is to be successful, if the American army is to be kept morally clean to harmonize with the morally clean motives and purposes for which the United States entered the war, the support of the great American public must be secured, the whole-hearted, enthusiastic support. And in the task of securing this support, each American Rotary club and each American Rotarian has the opportunity to give splendid proof that Rotary's idealistic precepts are founded upon honest conviction and sincerity and are eminently suited to practical application.

Address of Arch C. Klumph to the Atlanta Convention

WE ARE gathered here today under sunny, southern skies, a band of loyal, tried, true members of a most worthy organization, consecrated to the doctrine of service in all that word implies.

We have journeyed from distances both far and near, and those who come in these trying times prove a true devotion and express thereby their serious belief in the potency of Rotary.

What a happiness now comes to warm our hearts as we gather in this splendid auditorium with an atmosphere made rich by an assemblage of character and inspired by those great colors, which exemplify so many beautiful and noble sentiments—the Red, the White, the Blue.

How wondrously fortunate it is that the four nations allied and affiliated in Rotary should be also allies in this great world's struggle now being waged and which has as its ultimate purpose equal rights for all, the principles of true democracy, in place of an autocratic domination by the few and with the hope that we may, at its close, bring about a world's peace bound by a contract which cannot be broken, which will assure peace, comfort and plenty for all time and to every nation, the weak as well as the mighty.

Never before was a convention so apparently handicapped and made uncertain as this one just now called to order, but after all, has not this great test been one of the most fortunate events in Rotary's history, for surely it has developed the stability and dependence of Rotary under fire, and yet with all the discouragements and apparent handicaps, we assemble today for what I hope is to be our greatest International Convention; perhaps not the greatest in the numbers present and possibly not the greatest in spectacular entertainment, but surely it should be the most efficient thru our exceptional opportunity for real accomplishment and service.



President of the International Association of Rotary Clubs reviews his year's administration and points out future work for Rotary

Our conventions in the past have been most worthy and efficient, but at this gathering the opportunity is provided to serve not only Rotary in the building of its structure, but also to prepare for a service to our different nations now at war and also we come to cheer and serve stricken Atlanta.

It is most fortunate indeed, that present conditions give us the opportunity to make this convention distinctive and different from all others. We appreciate and enjoy our different types of administrations, and so, in the same degree, it is refreshing that circumstances should compel this year a somewhat different type of convention.

We have come to a day of sacrifice in all things. Old methods and manners of living, perhaps, must be changed and is it not well that Rotary should be put to the test whereby we may show to the world that our International Conventions do not depend upon entertainment? I am proud that the convention over which I am allowed to preside shall be one of sacrifice and showing a true devotion to service.

Another administration now closes and if I were asked to prescribe a title or theme for the past year's work, I would say that it should be "Rotary in Preparation." Preparedness has been the one great word of this nation during the past year. We have been taught the folly of entering battle hastily, and also the great virtue of patience until an army is fully equipped and trained.

This administration has applied somewhat the same principle to Rotary. We have not endeavored so much to put new methods into operation hastily, but have studied and analyzed the necessities of the future and prepared for their establishment.

In the life of every organization there are two things essential: First, to es-

tablish the purposes, principles and objects and, second, to provide ways and means for successfully carrying them out.

The purposes, principles and ideals of Rotary are not laid down by your International officers, but rather by the whole body in convention assembled. It is the true function of an International Board to put into operation and carry out the acts of the general body.

The lives of all things are divided into eras and so Rotary is at the present time entering a new era, demanding improved methods in administrative machinery, with which to carry out the splendid principles which have been laid down heretofore. This, then, was realized to be the principal duty of this administration, and it would seem to be my most important duty to report to you now some of the principal things which have been done or planned for the future.

1—District Governors

In the very beginning we realized that the rapid growth of Rotary demanded and required the departmental method which is used by every great business and governmental corporation. Rotary has wisely been divided into nineteen districts and our constitution provides a manager for each district under the title of District Governor.

In the future this office must be taken more seriously and be more greatly utilized by the International Association; the District Governor must largely represent the Association in his district and be held to account for its success and progress, or its failures. This necessitates the charge that the great responsibility rests upon the individual members of each district in the selection of their District Governor. He should be a man possessed of no less talents than are required for International Vice-Presidents or even President, one who is capable of making Rotary a success in each individual club within his district. Great care must be taken that the men so chosen are able to make the great sacrifice, for talents alone mean nothing if the man is unable to give to the office the time required.

2—Conferences

Second: We have endeavored to impress upon each district the importance of its annual conference, and we point with some pride to the fact that this marks the first year in which every district in

Rotary has held a conference. Practically all of these conferences have been an inspiration and of great value. Many of them were so attended and conducted that they would have been a credit to an International Convention.

In our opinion, Rotary is capable of two great gatherings each year, the district conference for each individual member to attend, and the International Convention for the delegates of all clubs of the several nations.

3—Community Service

Third: We have made a careful survey of the community service rendered by each individual club. There is, regrettably, an apparent difference of opinion as to Rotary's responsibilities in the matter of civics, but I want to call your attention to the fact that a large amount of this difference is caused by the use of the word "Civics," which should be stricken entirely from our discussions and in its place use the words "Community Service."

While many of the thoughtful men of Rotary have held that Rotary's duty is to develop the individual into a capability for service and to make him, as such, a better member of the Chamber of Commerce, the Real Estate Board, the Federation of Charities, etc., yet their attitude has been misinterpreted as indicating their disapproval of the club in unison rendering distinctive types of service to communities. I hold that each and every Rotary club should render, as a single unit, some distinctive service.

We are living in an age when every man is "from Missouri" and he must be shown clearly that the organization to which he belongs, and to which he gives of his time and money, is doing something worthy of such a cost. The family and the public must see the value of every organization if we would retain their support and respect.

Immediately following the declaration of war by the United States, Governor Cox, of Ohio, asked me to appear at his office in Columbus. I reported the following day. He prefaced a request by saying: "I have concluded that Rotary, above any other existing organization, may be counted on to render the State of Ohio and our Nation a service by distributing free garden seed to the poor, and in other ways influence and increase this year's garden production." The Rotary clubs

of my State responded nobly. But would you, the men of Rotary, have had me reply, "I am sorry, Mr. Governor, but Rotary as an organization is the one organization which renders no service to community or nation; we simply educate the individual." We should come to a common understanding on this question without unnecessary parley or delay.

This survey of Community Service Work is now being printed in pamphlet form and reveals the results of the spirit of Rotary. I am sure that it will prove an inspiration to all member clubs.

4—Extension

Fourth: We have made a survey, thru the District Governors, of the cities in each district in which Rotary is not, as yet, established, the plain purpose of which is that we may speedily establish Rotary clubs in every community capable of sustaining an organization.

The plan in the past has been to wait until some individual made application for the privilege of establishing a Rotary club in his city. The danger of this may be that in some instances the individual who comes with the request may not be the man whom we ourselves would have chosen. First impressions are lasting impressions and it is most vital that we ourselves should go into the community and select the type of man as the Father of the Rotary Club who will command the quick response and respect of the citizens.

There has been some discussion in the past on the question of the minimum size of the city in which Rotary should be established. Each year we have set the population mark lower, until now cities are considered eligible with a population of 10,000 or even less. Personally, I feel that if a delegation of citizens from a town of 1,000 population were to apply to the International Board and say that they had studied the Rotary code of ethics, its objects and its principles, and that they felt that the establishment of a Rotary club in their town would be a good and helpful influence among their men and an inspiration toward future community progress, and with the positive assurance that they would be able to sustain for all time an organization, I would welcome the signing of their charter equally as much as though it were for a city of a million population. If Rotary

is a betterment for the individual, is a help to the community, as we maintain, I cannot conceive of our right to close the door in the face of an applicant from a town of any size whatever.

The establishment of such new clubs does not become a financial burden, for legislation is pending in this convention to establish a charter fee to be paid by such clubs in the future, and which shall cover the expense incurred by the International Association.

5—Endowment

We have called the attention of the organization this year to the possibility of a future endowment fund for Rotary. Carrying on, as we are, a miscellaneous community service, it seems eminently proper that we should accept endowments for the purpose of doing good in the world, in charitable, educational or other avenues of community progress, or such funds could be well used for extension work. I know of no more commendable use for the vast millions possessed by men in this country than that certain sums might be endowed to Rotary for the purpose of establishing Rotary clubs in all nations of the world.

6—Education

There is plainly evident a lack of understanding upon the part of too many clubs and far too many individual members as to Rotary, its purposes, its objects and ideals. The present administration, early last fall, gave serious consideration to this matter and deemed it of the utmost importance that something in the way of a campaign of education should be undertaken.

There are some Rotary clubs who are existing almost entirely by holding a weekly luncheon, having a little entertainment and then—adjournment. There is no discussion of Rotary, no study of its principles and its ideals. As a consequence, Rotary means nothing to such clubs and the name is but a mockery and in its place might well be put "Men's Thursday Luncheon Club." We have, therefore, advised that each organization might do well to frequently discuss matters relating entirely to Rotary. This could be brought about by a closer study and use of *THE ROTARIAN*, our monthly publication; a study and discussion, or debate, on the

SCENES FROM TOM PHILLIPS' CONVENTION MOVIES



Two reels were made of the convention, of International Headquarters, and Paul P. Harris at his home and office, and bought by the I. A. of R. C.

ATLANTA ROTARY CONVENTION ON THE SCREEN



Tom Phillips, 5728 S. State St., Chicago, is authorized to make duplicates of these 2,000 feet of films for Rotary clubs at nominal rental of \$10 a day. Write him for particulars.

six objects of Rotary, as prescribed in the Standard Local Constitution, and reading at club meetings the several good papers presented at district conferences and International Conventions; inviting the good speakers from neighboring clubs to deliver an address on some Rotary topic. The booklet entitled "A Talking Knowledge of Rotary" should be freely used. This whole problem is largely in the hands of the club presidents. The efforts of the International Board will avail nothing if the local president fails to carry out its helpful suggestions.

We believe that there should be a program of education, to go out weekly or monthly from International Headquarters, for the use of each member club.

The lack of understanding on the part of the individual member comes at the very beginning, when the member is first introduced. But very few clubs have any form by which the new member is made acquainted with the organization which he is joining, and so your Board has prepared, and herewith dedicates to all Rotary clubs, this inaugural message:

Talk to New Members

You have been chosen to membership in the Rotary club because your fellow members believe you to be a leader in your special line of activity, and because you manifest those qualities of head and heart which fit you to interpret and impart the message of Rotary to your fellow men.

You are the only representative of your vocation in this club and any contribution of an educational value pertaining to your craft must naturally come to us thru you. On the other hand, you become the ambassador from us to your classification or craft, and it becomes your duty to carry the ideals and principles of service which we here inspire to the men whom you have the honor thus to represent.

While membership in the Rotary club is an honor and privilege, it involves corresponding duties and obligations. The price of efficient membership is regularity in attendance at the weekly functions. Only circumstances which cannot reasonably be controlled are accepted as an excuse for absence. Only busy men are eligible for membership in the club.

One of the great privileges of Rotary is fellowship, and the mutual confidence which it inspires. It is always true that he who would

have friends must show himself friendly. We therefore expect you to bear your full share of responsibility for the development of those closer personal relationships which will enable us to derive and impart the maximum of assistance and inspiration.

Every worthy member must keep constantly before him the primary object of Rotary. "Not Self but Service" is its motto, and what is thus embodied in its distinguishing phrase must be personalized in the character and life of its members, as a first condition of the fulfillment of its ideal. Rotary cannot perform its task by artificial allegiance to its principles. It can touch and transform business life and social institutions only thru men who are living embodiments of its creed.

Consider yourself, therefore, a student, rather than a graduate in the school of Rotary. You are but entering into educative relationships with those who are also learning the unity of the individual with society, and endeavoring to express it in their daily thought and action.

We would earnestly remind you of the power of example, of the uselessness of adherence to principles which do not find embodiment in practice, and of the fact that nothing really is believed until it is felt to be necessary.

A large section of the community will know and judge Rotary thru your embodiment of it in character and service; and we accept you as a member because we believe our principles and organization to be safe in your keeping.

We also expect much from you in help and inspiration which will enable us to be better Rotarians, and with this hope, we most heartily offer you the right hand of Rotary fellowship.

I think you will all agree that, with the use of this message, we will be spared the humiliation of ever again finding members who have been in Rotary for weeks and months asking the question, "What is this Rotary to which I belong?"

Increased Revenue

The foregoing represents but partially the activities of this administration in the way of putting Rotary in preparation. There has been much incidental service, such as the series of letters, entitled, "Little Journeys to Busy Land." It is not material how many clubs have been benefited by these letters, but it is sufficient to know that each issue has found at

(Continued on page 196. The report of Secretary Perry follows the conclusion of this address.)

The New American Army

By Leonard Wood, Major General, U. S. A.

The ranking officer of the United States Army made a special trip to Atlanta to tell the Rotary Convention something of the new military organization and its meaning to the American people and to the war

LADIES and Gentlemen: I am very glad to be here today. I had the opportunity to hear some of my predecessor's remarks (*he referred to the address by Pomeroy Burton on the Red Cross*) and I want to endorse all that he says. I don't think the people of this country quite realize what kind of a war we have gone into, or how much of a war we have before us. We are now in our third month of war. We are beginning to locate our camps for the training of our army and to get out our contracts for supplies. We are going to need hundreds of thousands of nurses. We want the largest possible membership for the Red Cross. We want and shall require tens of thousands of doctors.

You are going to send perhaps a couple of million men over the seas, possibly more. This is the first call; this little call is only the beginning and not a very big one. The longer we are going in, of course the longer we shall be getting out.

Organization of the Nation

Our people hardly appreciate what the organization and preparation for a big war is, the many things that must be done, the completeness of the organization. It means really the organization of all the resources of a nation, in men, and when I say men I mean women too, organization of the people, of the resources of all kinds, so that the maximum strength of the nation can be promptly and continuously applied.

We are starting our training camps for officers—they have been going a little over a month—a course of three months of intensive training for forty thousand young men. Not all of them will qualify, possibly thirty thousand may. They are nearly all college men and well educated men, and men who have been carefully selected.

After that comes the drafting of the new army and its training, which must be at least four or five months of hard, intensive work, followed probably by a short period of training on the other side.

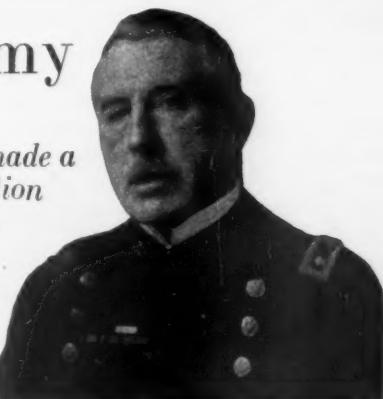
Now, the Red Cross is going to handle an enormous number of sick and wounded. It really forms the major part of the medical service in time of war when well handled, or at least it should, and that campaign that you are going into is a fine one. You can't fight now except thru a small representative body, and thru the boats and ships that have gone over to help in the submarine war. That is all you can do.

You stand now, during the entire period of preparation, securely protected, not by our own preparation or forethought, but by the struggling and bleeding lines of French and English and our other allies. Those lines are strong enough to protect us while we get ready, but there ought to be one lesson in this situation which never should be forgotten, and that ought to be that we should never, never be found in this condition again.

All Are Soldiers of Right

There is one cry, one slogan common to all tongues, and just about as old as the human voice, and that is, "In time of peace prepare for war." You hear people talking of their money and of their resources, but remember always, and don't let us ever again forget, that you can't buy time. Now, all that you can do while we are training is to help the other fellows who are doing the fighting, and help thru the Red Cross all you can.

Encourage your Boy Scouts. Put an end to this sickly and immoral twaddle



Major-General Leonard Wood

with reference to not raising your boys to be soldiers. We are all raised to be soldiers, if we are decent men and women, soldiers for the right, thruout our entire lives. Our motto must be the old motto, "I serve." We all serve somewhere. We are soldiers of right, soldiers for good government, soldiers in war, if need be.

Now, God hasn't made the world under such conditions that we can count upon peace, and there is no class of men more dangerous than the men who are now talking about this being the world's last great war. They are the same class of men who told you a few years ago that there would be no more war. There will be wars as long as there is business competition, as long as there is honest difference of opinion between individuals and groups of individuals. That is the way we have been created. We are dealing with a fact. It may be unfortunate, but it is true. Most progress is made thru struggle, and now we have the big war ahead of us we want to get solidly together behind the government. There is no use complaining of the things we haven't done. God almighty is the only one who can turn the calendar back, and He isn't going to turn it back.

You have been given eyes to see and ears to hear and a memory to carry and an intelligence to apply something of the lessons of the past, and you haven't applied them. Those talents you have received you have wrapped up and you haven't used. I refer now to the warning of all time, the warning of Washington, the supplication of Jefferson, the admonition of the Adamses, "In time of peace, prepare for war."

AMERICA PROTECTED BY ALLIES

It isn't flattering or pleasing, but we have allies strong enough to protect us while we do the plain, common sense thing. You can't prepare with words or with money or with men untrained and unorganized. Neither is the real sinews of war. The sinews of war, the sinews that count, the big ones, are of a different type. They are the bodies and souls of men, trained and disciplined, and backed by a spirit of sacrifice, by a willingness to serve the right at any cost, and when a nation ceases to have that willingness it ceases to have a soul, and some other people will come and take its place.

We need all the help you can give us. You don't realize how tremendous our task is. You don't realize perhaps how much we have got to do in the development of these officers, and they are only crude officers, partly instructed, altho they are better than any newly created officers we have ever had before.

Then, we have to train the men, and while we are doing that we have got to build practically the whole equipment for the war.

Now, visualize the situation if you can, and burn it into your souls and into your memories, the situation that we should have been in if we had felt compelled, as we did, to do what was right and had not had any allies to keep well organized forces off our coast. You know what we are trying to do, the struggle we are making. Now, just visualize our situation without allies and you will see, you will have a clear picture of what will come to you if you ever meet unaided, a strong, well-organized nation.

All the great countries of the world today are organized, except possibly China and ourselves. They are ready. It may be unfortunate, but it is true, and with truth we are concerned, and not so much with other things.

JUSTICE PLUS PREPAREDNESS

We are going to struggle for arbitration. We believe in it. We want to amplify it. But we know that it isn't of universal application, either among men or nations. Force has to come to its support. We are going to work for peace, but we know that we can work for it and perhaps reduce the frequency of war but we can't get rid of it.

If you want to be free from war, the best and most secure measure is to be not only just and kind and fair dealing, but to be strong, organized and prepared. You can be ready, armed, equipped, fully equipped, and still be just. You want to remember that righteousness and fair dealing have never protected either a man or nation to the extent of rendering other protection unnecessary. The best men that have ever lived and some of the best nations have been swept aside. You must be ready to support right with force.

"The world must be made safe for democracy," the President tells us, and wisely and correctly, but if it is going to be made

safe for democracy, the greatest democracy on earth must be made strong and ready to defend democracy.

The idle prattle about democracy unattended by any preparation to defend itself when autocracy is organized to an extent the world has never before seen, should end and we should look the matter squarely in the face, realizing that never in the world's history was there an age more justly called the age of iron than this. Unfortunate again, but still true. Never was war with us in more brutal form. The best protection is the thorough preparedness on the lines of the Swiss and the Australian, a reasonable regular army, big enough for the police needs of the nation, the everyday needs, a good navy, a well-educated people, and your men trained in arms, not living the lives of soldiers.

Our motto ought to be, A permanent armed force only big enough on land for the police needs of the nation, but the largest possible number of men trained to be effective soldiers, if needed. That is what we want. It is going to improve your morality, your physique, your spirit of patriotism, your spirit of national solidarity.

It is going to make you a people. Out of this war we are coming anyway a better people. We are going to win, tho we are going to pay a terrific price for it. But you are not going to win until you have been thru the valley of the shadow. You are going to see your papers full of the casualty lists. You are going to mourn your dead by thousands and thousands. It is no easy war that you have gone into, but it is worth while. It is the sacrifice in order that representative government may live. It is the big, and I hope the final, struggle between democracy and autocracy.

And now just one thing, if we are going to look our friends in the face, these people who are fighting the battle of democ-

racy today and have been for two and a half years, if we are going to look them in the face as friends after this war we must look them and our enemies in the eye during the war.

A Letter from the Secretary of War

At the close of General Wood's address, President Klumph read a letter, received the previous afternoon, from Newton D. Baker, Secretary of War of the United States, as follows:

The Association of Rotary Clubs has done wisely in not abandoning its annual meeting this year. The temptation in these days of stress and strain is to cast aside old activities and slacken our efforts along familiar lines. We are moved to this by the feeling, distinctly creditable in itself, that all else must be subordinated to the national task in hand of quickly and successfully bringing the war to a conclusion.

You have chosen what it seems to me is the wiser course. You have kept at the tasks of yesterday with unabated zeal but in the new spirit—in the spirit of today and of tomorrow. What you have been doing is not less worth while because of the war. It has simply taken to itself the possibilities of greater value through the opportunities for national service opened up to you by a great national emergency. It is not the abandoning of all usual tasks that develops reserves of energy for our present problem, but rather will that energy come from seeing our old tasks in a new light and doing them in a new spirit.

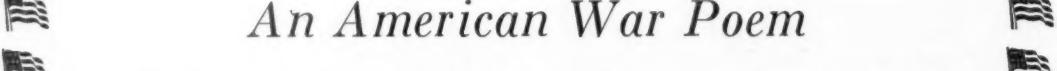
Modern wars are not the concerns of presidents and secretaries of war and navy, or of armies and fleets. They are the concerns of all the people. Every humblest citizen must play his part and all must be prepared for service and sacrifice. The call is for a re-dedication to the daily tasks in the name of, and for the sake of, all we have held dear in this land of ours.

As the tasks fall in modern war upon all alike so will the rewards of victory be distributed and inherited by every citizen of this great western Republic now and in the years to come.

I congratulate the International Association of Rotary Clubs on the work of national service it has already done and I rejoice at the thought of what it plans to do. My best wishes are with you in this session which you are devoting so largely to a study of your part in our present common task.

(Signed) **NEWTON D. BAKER,**
Secretary of War.

The Rotary convention at Atlanta adopted a war resolution: "That at every opportunity, Rotarians shall uphold and sustain, in every way, the demands and aims of constituted authority, and support to the utmost the authorized councils and committees organized for the achieving of our noble purpose."



An American War Poem

"The Road to France" is a stirring martial poem recently written by Daniel M. Henderson, a Marylander. He entered it in the prize war poem contest conducted by the National Arts Club of New York City, and it was awarded first prize out of several thousand compositions entered. Here is the poem:

The Road to France

By Daniel M. Henderson

Thank God our liberating lance
 Goes flaming on the way to France!
 To France—the trail the Gurkhas found!
 To France—old England's rallying ground!
 To France—the path the Russians strode!
 To France—the Anzacs' glory road!
 To France—where our Lost Legion ran
 To fight and die for God and man!
 To France—with every race and breed
 That hates Oppression's brutal creed!

Ah, France, how could our hearts forget
 The path by which came Lafayette?
 How could the haze of doubt hang low
 Upon the road of Rochambeau?
 How was it that we missed the way
 Brave Joffre leads us along today?
 At last, thank God! At last, we see
 There is no tribal Liberty!
 No beacon lighting just our shores,
 No Freedom guarding but our doors,
 The flame she kindled for our sires
 Burns now in Europe's battle-fires.
 The soul that led our fathers west
 Turns back to free the world's opprest.

Allies, you have not called in vain;
 We share your conflict and your pain..
 "Old Glory," through new stains and rents,
 Partakes of Freedom's sacraments.
 Into that hell his will creates
 We drive the foe—his lusts, his hates.
 Last come, we will be the last to stay,
 Till Right has had her crowning day.
 Replenish, comrades, from our veins
 The blood the sword of despot drains,
 And make our eager sacrifice
 The freely rendered price
 You pay to lift humanity—
 You pay to make our brothers free.
 See, with what proud hearts we advance
 To France!





Uncle Sam, Big Business & Co.

By *Waldo Fawcett*

IT NEEDED but the war crisis to stimulate and emphasize a spirit of cooperation between the American government and business, big and little, that has been gradually taking form for several years past. Indeed, were it not for the fact that Uncle Sam and Business, as spelled with a big B, have for some time past been gradually drawing closer and closer together in the interest of "team work" that will operate to their mutual advantage, it would scarcely have been possible to "mobilize" industry in the short space that was required, following the break with Germany, nor to have placed commerce and finance and agriculture on a war footing so expeditiously.

Start of New Era

Some authorities who aim to keep fingers on the public pulse consider that the present era of better understanding between the Government and the organized and unorganized forces of business dates from the creation of the Department of Commerce. Others cite the inception of the idea of the Interstate Commerce Commission—that "supreme court" of the shippers and common carriers—as a starting point. Obviously, these and other factors have been contributory influences, tho not in such degree, perhaps, as the comparatively recent establishment of the Federal Trade Commission, aptly nicknamed "the supreme court of business."

In appraising, however, the additions to the machinery of government that

have made possible and encouraged a new and more intelligent sympathy between the forces of business and the forces of Federal administration, it is a question if the major portion of the credit belongs, not to the new facilities that have grown up in officialdom at Washington, but rather to the agencies of cooperation that have been provided by Business itself and on its own initiative.

It has been a ticklish task, this latter-day problem of offering advice to Uncle Sam as to how to conduct his business—for that, after all, is what this "get together" movement amounts to, primarily. That the emissaries of Business have been able to perform it, yea more, to have Uncle Sam not only accept the counsel but likewise grasp the helping hand that has been extended, speaks volumes for their diplomacy.

Before the War Cooperation

Even before the war crisis established a score of new points of contact between the Government and Business, it was no mean chore to catalogue the instrumentalities of cooperation. The Chamber of Commerce of the United States and other institutions avowedly created to cement the alliance between Uncle Sam and Business were, of course, conspicuous; but less loudly acclaimed were a number of offshoots of organized business that were but slightly behind the National Chamber in point of achievement. For several years past there have been few national trade, technical or professional organiza-

tions that have not maintained regularly at Washington "branch offices" or representatives designedly so placed in order to establish closer and more cordial relations with the Government. In not a few instances the national headquarters of commercial or industrial organizations have been moved to Washington in order to be more neighborly with Uncle Sam.

Some of the organized forces of business, for example the National Canners Association and the National Association of Paint Manufacturers, have maintained, at the seat of Government, research laboratories or permanent bureaus of investigation and education in order that their respective sections of the business field might be promptly advised as to every business-building move on the part of the Government, every new discovery or development in Federal channels that might have bearing upon the industry served.

Other common servitors of business, such as the National Fire Protection Association, the American Association of Refrigeration, and the National Electric Light Association, have maintained a bona fide working partnership with Uncle Sam thru cooperation in the activities of the National Bureau of Standards.

Intensified Team Work

Upon this peaceful picture of cooperation for the sake of progress in commerce, industry, transportation, and public service, the war suddenly obtruded the need and the opportunity for a yet closer partnership in the interest of the common defense, the welfare of the nation and "business as usual." For this intensified team work, much of it of the most unselfish, even self-sacrificing, character, new utilities have had to be provided almost on the spur of the moment. In some instances it has been practicable to add new cogs to existing machinery, as in the case of the special committees appointed by the Chamber of Commerce of the U. S. For other joint responsibilities of the hour, Business has afforded Uncle Sam brand new connections, conspicuously that provided by the Advisory Commission of the Council of National Defense.

Because the Advisory Commission represents, from the viewpoint of business interests, the heart of the war compact between Business and Government, it is worthy of extended notice. There is, moreover,

the additional consideration that there appears to exist in business circles a misconception or misunderstanding of its aims and functions that bids fair to render this particular form of partnership a controversial subject for some time to come.

Julius Rosenwald of Chicago, a leading executive in this newest community of interest, declares that such criticism as has been launched has been prompted by the disappointment of merchants or contractors who have failed in efforts to make sales to the account of the Government. Be that as it may, the Advisory Commission we have with us, at least for the duration of the war, and its workings are worthy the study of all men of affairs just as are the Governmental measures for food control, the new taxes and other innovations that must be reckoned with as facts and not as theories.

Council of National Defense

The Council of National Defense—the "Government end" of Uncle Sam's war partnership with Business—was established by Congress last year "for the coordination of industries and resources for the national security and welfare." The personnel of this Council consists of six members of the President's Cabinet, namely, the Secretary of War, the Secretary of the Navy, the Secretary of the Interior, the Secretary of Agriculture, the Secretary of Commerce and the Secretary of Labor. This official "board of directors" for our national defense was empowered to look into a wide range of subjects involved in the conduct of war or preparations for war. The location of railroads, the utilization of waterways, the increase of domestic production of articles and materials needed for war, the development of sea transportation and the making of inventories of all supplies on hand in the country, are a few of the responsibilities that devolve.

It was the intent from the start that this new Governmental agency should, in its operations, dovetail with the service of Business and to that end Congress provided that the Council of National Defense should nominate to the President, and the President should appoint, an advisory commission consisting of not more than seven persons, each of whom must have special knowledge of some industry, public utility, or the development of some natural resource. The mem-

bers of the advisory board serve without compensation.

Out of this authorization has grown an organization of business men that, while supposedly acting merely in a consulting capacity, has come to rank in reality as the power behind the throne, insofar as the policies and performance of outfitting for war are concerned. Indeed, to such an extent has the Advisory Commission overshadowed the Council of Defense that there has been more or less jocular reference to the case of the tail wagging the dog.

The purpose to which the Council and the Commission have worked with that singleness of aim and effort that betokens a congenial partnership is the coordination of the business of the country. If coordination means mobility and availability of all resources, certainly the effort has been crowned with success. On the one hand, inventories have been made of more than 27,000 industrial plants so that our warmakers may, with no more delay than is required to consult a card index file, determine the capabilities of any factory that the needs of the hour may suggest should be commandeered or restricted to the execution of Government contracts. On the other hand, the raw material resources of the country have been "organized" with a thorowness that insures knowledge on the part of Uncle Sam as to just what possible supplies he has "up his sleeve."

Tangible and Practical Results

Very tangible and very practical are some of the results already attendant upon this partnership between the Government and Business in behalf of economy and efficiency. One of the ideals that has been consistently kept to the fore by the volunteers from the business field, who have enlisted for Government service, is that in its hour of trial and sacrifice the Government should not be called upon in any instance to pay excessive prices for its needs nor to yield "war profits" to any corporation or individual.

An appeal to the patriotism of business men by the business men who stand at Uncle Sam's elbow at the capital has been all that was required to win for the Government the inside prices to which a business ally is entitled. The copper producers cut their quotations almost in half and have sold the Government 50,000,000 pounds at an approximate saving to the

public treasury of more than \$10,000,000; aluminum supply firms have made a price to the Government of little more than half the prevailing market quotation; 25,000,000 pounds of zinc have been turned over to Uncle Sam at less than two-thirds of the regular price; hundreds of thousands of tons of steel have been contracted to Government order at figures that, in some instances, are little more than one-third the prices commanded in the open market. And so the list of triumphs for the partnership might be continued almost indefinitely.

Cost-Plus Plan of Contract

It has remained too for this team play between the forces of Government and leaders of Business to give tremendous impetus to what is known as the cost-plus plan of doing business. Aided and abetted by his business aids, Uncle Sam has placed contracts to the tune of millions of dollars based on cost of production, plus a profit of 10 per cent. It is not the purpose of this article to enter into eulogy of this plan of doing business nor to defend it against the attacks of critics who charge that the system offers an incentive for inflation in cost accounting. Neither is it the purpose to either toast or apologize for that policy ascribed to the Advisory Commission which aims at the elimination of middlemen and the purchase of every item on the Government shopping list direct from manufacturers. Such signs of the times are, however, most interesting as indicating the trend of thought when Uncle Sam and Business put their heads together.

With attention concentrated upon the needs, or prospective needs, of the present war emergency, Uncle Sam's business partners are nevertheless cultivating a breadth of vision that enables them to look forward to the conditions of peace—peace with "preparedness." For example, they have worked out a program that contemplates the placing in time of peace of small annual orders with manufacturers that will serve to enable each manufacturer thus subsidized to "keep his hand in" and to be conversant in great measure with the problems he must face if suddenly called upon to speed up his factory production to war gait. Standardization of equipment and supplies to a degree heretofore undreamed of is another ambition that has grown out of this new

partnership and so too is the upbuilding of an "industrial reserve" that will keep skilled artisans on the job despite the distractions of war.

So rapid has been the expansion during the past few months of the novel partnership with its "home office" at Washington that it appears that ultimately each industry will have its own representative committee to take up with the Council of National Defense, as occasion may require, the questions of tests and inspections and purchases and deliveries and the other issues that go to make up barter and trade.

Division of Efforts

However, the backbone of the business organization is found in the seven primary sub-committees presided over by the seven Advisory Commissioners appointed by the President in accordance with the mandate of Congress. These seven grand divisions are as follows: first, Transportation and Communication; second, Munitions and Manufacturing; third, Supplies (specifically, food, clothing, etc.); fourth, Raw Materials (minerals and metals); fifth, Labor; sixth, Medicine; seventh, Science and Research.

It is significant that Uncle Sam seems to be subscribing to the idea of team work carried to the steenth degree. It has been noted that the National Defense Council and Commission has added to its original sub-committees a great number of supplementary committees. Most of these have their membership made up wholly of business men, but there are some bodies where there is no mere advisory relationship but rather a common council made up of Government officials and business executives.

For example, there is what is known as the Can Committee, which is made up of Federal representatives, can manufacturers and packers of food products. The purpose of this committee, by the way, is to conserve the tin supply for the most urgent needs by inducing the use of containers of fiber or other substitute materials as receptacles for all nonperishable products, reserving the limited supply of tin cans for packing of fruits and vegetables.

If the partnership between Uncle Sam and Business results, as it seems likely to do, in the organization and amplification of the transportation facilities of the country, there will be occasion for gratitude on

the part of every business and professional man in the land.

Similarly, if the better understanding and the persuasion to Uncle Sam to look at everyday problems from the business man's angle results in cutting some of the "red tape" that has heretofore enmeshed the average business transaction on the part of the Government, there will be deep sighs of relief. No attempt has been made to dictate awards or contracts or to assume the responsibility of giving orders for Government requirements.

The work has been purely advisory but it has been comprehensive, embracing not only the headquarters at Washington but Uncle Sam's "branch offices" thruout the country. Thus, in every military department or district in the country the Chamber of Commerce of the United States has had a committee of the leading local business men sitting in daily conference with the depot quartermaster of the U. S. Army in order to see if several heads be not better than one in the purchase of army supplies.

Federal Trade Commission

While it is a slant of this big subject that has little connection with the war, no mention of the new-found partnership between Business and the Government would be complete without reference to the "get together" work of the Federal Trade Commission. The advent of this new inquisitorial body, clothed by Congress with broad police powers, was regarded with misgivings by a large share of the business interests of the country, but it is no exaggeration to say that such fears have been almost completely dissipated. In their place has come a feeling on the part of Business, big and little, that it has in the Trade Commission "a friend at court." Only in extreme cases has the Trade Commission sought to brandish the "big stick." Rather has it shown infinite patience in endeavoring to bring about compromises and amicable adjustments that will prove to the best interests of erstwhile antagonistic business factions. In the coal industry, in the silk trade, in the field of paper production and consumption and in other spheres have the Trade Commissioners formed quasi partnerships with business men that have paid immediate dividends of better feeling and better business.

Mobilizing the Armies of Tar Babies

The true story of coal-tar industrial chemistry can only be described as romance.



Present-day human civilization is absolutely dependent on coal and its by-products.



By Paul N. Clancy, B. B., Sc. D.

WHEN the average person thinks of coal at all, he thinks of it as a hard, black mineral substance, dug out of the ground to be burned and transformed into heat to keep human beings warm or to supply the energy that turns the wheels of industry. In a vague way he realizes that the continuation of human civilization in its present stage is largely dependent upon coal. He may realize that from coal comes the gasoline that runs the automobiles, and the petroleum or coal-oil that illuminates millions of homes and that provides the basis of nearly all lubricating oils. What he does not realize is that coal and its by-products touch human industry at more than a thousand different points.

Save the Coal

"The pound of coal that you may save today may contain the last gasp of energy necessary to drive a shell home true to the enemy and spell victory instead of defeat; may forge the shells that may decide the war in favor of a world democracy. The pounds of coal that many of you may save on many days may hasten the end of the war and save thousands of lives."

These words were spoken recently by Francis S. Peabody, chairman of the

national coal board of the Council of National Defense of the U. S. A., in an appeal to Americans for their aid in conserving the use of coal. In those words Mr. Peabody emphasizes the great part which coal plays and must continue to play in the world war. Upon the efficient conservation and use of coal largely depend the issues of the war.

For ages the use of coal was little understood and its valuable properties were far less appreciated. When it was burned and its combustive force utilized, it was considered of no further use. A century ago it was discovered that an illuminating gas could be made from certain kinds of coal, and that was hailed as a great advance. And it was, but how ignorant of the value of coal were our forebears is shown by the present use of coal-tar and its derivatives in commercial, industrial, scientific and hygienic activities in a thousand different ways.

A New Industry

The separation and utilization of the coal-tar derivatives have resulted in the addition of a distinct new industry to the industries of the world. In the development of this remarkable industry the art of the chemist has done commendable work; and that very development has in turn

resulted in the growing up of a new branch of chemistry, until today the industrial chemist occupies a most important business in human life.

The chemists, by their art, have taken coal-tar from its old, rather prosaic, somewhat useless position, and transplanted it into the broader field of useful service to mankind. Thru their efforts to gain a progressive understanding of the operation of nature's laws, they have succeeded in making the transplant grow and flourish.

It is extremely doubtful if we could get along without the aid offered us by coal-tar nearly every moment of the day. Those who are acquainted, even superficially, with the many points at which coal-tar and its derivatives touch human existence, realize our almost absolute dependence upon it. It is not at all surprising then that the uncommon speed with which chemistry has put coal-tar to service should be classed as astonishing.

Dyes Use Only Small Part of Coal-Tar

When, not so long ago, there was a shortage of certain dyes in the United States, and this condition was made the subject of a great ado, many people gained the impression that coal-tar was used chiefly for the purpose of making dyes. The man who had this idea will be amazed at the statement that coal-tar enters into all phases of work, from the fertilization of the soil to make his food-stuffs grow, to the furnishing of liquids which keep him alive in a fever crisis. The manufacture of dyes uses only an infinitesimal part of the total coal-tar consumption in the United States, and the dye business is but a small part of the total business dependent upon coal-tar.

Coal-tar and its derivatives are used for roofing purposes, for disinfectants, for preservatives, for lubricants, for explosives, for fertilizers, for refrigeration, for power, for light, for heat, and even for inflating balloons.

Coal is known to contain many of the elements essential to life's activities. The ancients may have known that much, but they did not know, so far as we can learn, that the heating of the mineral gave off gases, the liberation of which changed the entire substance into many forms, and also that further operations would give more diversified qualities.

Third of Coal Is Liquid

Coal is one-half to two-thirds solid, the remainder being liquid or gas. When coal is subjected to



destructive distillation the residue is coke. Coke is used chiefly for fuel in the manufacture of steel and iron. The first coke ovens were built solely for the purpose of reducing the coal to coke and with no thought of saving the tar, gases and other by-products. The by-product coke oven is of comparatively recent date. Thomas C. Clark, an eminent engineer, complains of the fact that there are still in operation in the United States 100,000 nonrecovery coke ovens.

The fact that 80 per cent of our coal-tar output is practically thrown away gives cause for lament. When the old ovens were installed, the possibilities of the use of coal-tar and the development of the industry had not been dreamed of. The slowness in changing from the old to the recovery style of ovens may be due to many causes—varying trade conditions, high price of labor, governmental supervision of a too oppressive character, abundance of raw materials which made it seem unnecessary for us to "bother" with little matters, etc., etc.

From coal we get four distinct divisions: the solids; the heavy oil; the light oil; the gas. Coal is a hydrocarbon. Its composition varies according to its origin, but all coal contains the following chemical elements: carbon, hydrogen, oxygen, nitrogen; and minor substances in addition.

Separating Different Elements

For many long years the chemists sought to separate these different elements, to liberate the gas and volatile matter so that it might be used economically, and the solids not be lost. It is safe to predict that the strides made along this line, great as they have been, will be surpast in the future.

The United States, which should be foremost in this industry, has not done so well. When the war cut off our supplies of artificial dyes and we were threatened

with a dye famine, we also were threatened with a shortage of fertilizing matter—nitrate. Natural nitrate is abundant in Chile, but is scarce in the United States. Yet coal-tar has the very ingredients which make nitrate salts so valuable and necessary in agricultural operations. And, despite these conditions, our output of fertilizing material from coal-tar has been and remains very small. It is claimed by some authorities that there is great waste in the handling of coal-tar by-products in the United States, and that the greatest obstacle in the way of making ammonium salts commercially profitable on a large scale is the great difficulty in getting cheap power.

America should be independent in this respect. Our vast coal deposits and coal output place us in a position where we can be self-sustaining. This is not said in the spirit of criticism. The tale of success along the trail of the coal-tar industry is too apparent for anyone to attempt to minimize it. However, there is room for improvement. No blame can be placed upon the chemist, or very little. The lack has been with the engineers, but now that we are training more chemical engineers, we may hope for better things.

War Stimulates Invention

The military operations in Europe have proved the truth of the old saw that inventions are mothered by necessity and perhaps this will be the spur that will drive us forward more rapidly. They have found it necessary to transport large quantities of hydrogen, used in enormous amounts for the inflation of observation balloons, the giant Zeppelins, etc. Potash and caustic soda, the best materials for making hydrogen, have been scarce, and the Germans have been driven by necessity to use crude oil and coal-tar products for this purpose. The process is economical but it has one great objec-





tion: the gas produced from the hot coke and crude oil is highly explosive. Mention is made of this practice for the purpose of emphasizing the statement that each ingredient known to be a part of coal may be segregated and then used, either individually or with other ingredients. How to do that in the most efficient and most economical manner is the problem for the chemist.

Waste in the United States

To again use Germany as an illustration: It may be stated that in 1912 the Germans recovered more than a million tons of coal-tar by-products from their coke and gas industries. That was an increase of more than one hundred per cent in ten years. In the United States in 1913 we used 108,373,000 gallons of creosote oils and produced but 41,700,000 gallons, importing 66,673,000 gallons. The country which supplied us with this oil had a pig iron production of two million tons less than we had, but in producing these two million tons less of pig iron, recovered from the coal used in that production

enough creosote oil for its own use and to send us 25,000,000 gallons more than we recovered from the coal we used to produce a much greater quantity of pig iron. In Germany, ninety per cent of the industrial works yield up all of the by-products; in the United States only twenty per cent do this.

This waste of our natural resources adds to the cost of living, in addition to making us dependent to a large degree upon other countries for many of our essentials. The layman does not appreciate this condition until something happens which causes the price of some article in everyday use to soar—ammonia for instance.

It may be that the greater profits to be derived from the manufacture of explosives have pushed into the background the thought of using coal-tar for fertilizing products. It is a curious fact that sulfate and sal-ammoniac, two of the coal-tar by-products, among many other purposes are especially adapted for the manufacture of both explosives and fertilizers. It would seem that the means for enriching our soil would be one of the great aims of scientific investigation and industrial activity. With cheaper fertilizing material the farmers can raise better products and more to the acre.

Available for Fertilizer

The estimate has been made that in 1917 the United States will produce 300,000,000 gallons of coal-tar; this is equivalent to 3,000,000,000 pounds, or 150,000,000 tons. Of this amount, 900,000 tons will be used for pitch, etc., for roofing, road building, etc.; while the remaining 600,000 tons will be used in the industries for the making of dyes, disinfectants, medicines, and explosives. Comparatively little of it will be used for fertilizer.

A universal, cheap fertilizer might be secured from coal-tar, and greatly reduce the cost of production of food stuffs. We need to mobilize a great army of Tar Babies to help the farmers raise bigger and better crops at a lower relative production cost.

The continuation of this article will appear in next month's issue.



Throwing the Spotlight on the War

By Pomeroy Burton

A frank and illuminating discussion of the conditions of the war and the principles underlying it, made by the Managing Editor of the London Daily Mail, at the Atlanta Convention

In-
troduc-
tion by
Vice-President
E. Leslie Pidgeon

We used to say that religion was not worth fighting for. Now, if by religion is meant whether we shall worship under this name or that name, or this form or that form, it is not worth fighting for, here or any other place. But if by religion we mean what I believe would be a Rotary interpretation of it, that it means those great principles by which men live and in the keeping of which is the life of their spirit, then religion is the only thing worth fighting for—now or any time or anywhere.

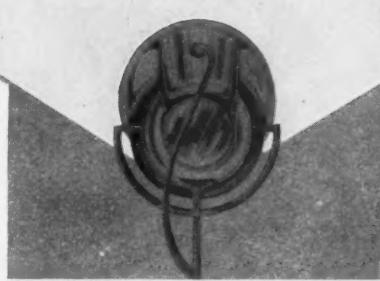
We are where we are today in this unfavorable condition in the history of the world just because those great principles that underlie our common democracy were not believed, or were not felt to be necessary. Therefore I welcome, with you, this thinker and leader from the Old Country who will give us a deeper and fuller idea of the principles that underlie the war. I have the pleasure of introducing Mr. Pomeroy Burton.

Mr. Burton's Address

LADIES and Gentlemen: After spending nearly three years in the full spirit of war, I came back to my own country with a mixture of emotions. I came with a certain degree of curiosity, wondering whether the people here, my people, understood at all what the war means and understood at all what task lay immediately ahead of them.

I have been here now something more than ten weeks. I have made careful inquiry in fifteen states as to the state of mind and as to the understanding of the war. I am very sorry to say that there is throughout this country not only a great deal of misinformation about the true war status but also a very large degree of non-information.

There are countless thousands, I may



say millions, of people who have no conception of the fact that this war is distinctly and absolutely and completely America's war. For nearly three years the grim and bony index finger of war has pointed straight this way. For nearly three years and each succeeding day with accumu-

lating force, urgent reasons have existed for putting in order the defensive machinery of this country. In August of 1914, when brave little Belgium stood up against the Kaiser's trained legions and shed her rivers of blood in defense of the rights of small nations, the warning rang out loudly that Prussian military autocracy had challenged the world. But for that glorious fight which this little country put up against the German bully, France must have fallen, the Channel ports would have passed into German hands and under cover of the huge guns which were then a revelation to the world, the invading forces would have swarmed into England and the war would have been quickly over. That's what Belgium spells in this situation.

Belgium fought not only for Belgium but for the whole civilized world.

My point is that the issue was as clear-cut then as it is today and yet after nearly three years of war on a scale such as the world has never known, involving country after country and sweeping steadily on like a great tidal wave, with warning after warning of the most definite character such as the Lusitania, the Arabic and the Sussex, with lightning flashes and peals of thunder from the darkening skies, to let everyone know that the storm

THE ALL-SEEING CAMERA EYE IN ACTION AT ATLANTA



1—Stuart Lees of Hamilton, Ont., watching the Chicago Patrol drill in front of convention hall. 2—Mrs. Frank Mulholland (left), Mrs. Guy Gundaker (center), and Mrs. William Gettinger. 3—Bert Adams, watching the crowd a-coming, snapped just before he was nominated for International vice-president; his name was withdrawn at his request. 4—Allen Albert and others before the convention hall while Chicago Band plays *The Star Spangled Banner*. 5—Frank Waterman of New York, and President Alzugaray and Senor V. A. Perez of Havana, Cuba. 6—President John O. Knutson, former governor of District No. 10, and Secretary Ralph A. Gaynor of Sioux City; John is in white. 7—Some Kansas City boosters and others: Horace Williamson of Cincinnati, A. E. Hutchings, Secretary Jack Squires, Rev. Frank G. Smith, Bill Gettinger of New York. 8—Uncle Charley Woodward of Indianapolis, great-uncle of Russell Greiner, 95 years old and attending his fourth consecutive convention. 9—Five International officers; from left to right they are Pidgeon, Klumph, Albert, Chapin, and Perry; Secretary Perry is giving instructions to one of his boy scout assistants. (Photos by John Knutson, Bill Graham and Phil Kellar.)

was coming, today finds great masses of people throughout this country dangerously apathetic and oblivious to the acute peril which threatens them. It also finds this country astoundingly unprepared.

Events have so shaped in this gigantic world struggle that America today looms large as the one determining factor in sight. That is a fact that is not generally understood here. The definite thing that threatens the world today is a long war and a long war means that in the main the brunt of it, the force of it, the cost of it (and the cost of it means more than money) will inevitably rest upon this country. That is worth thinking about because it is true.

I am not one of those who believe that the Allies can be beaten. They will not be beaten. But so serious are some of the features of the war situation today that unless the people of the United States awaken quickly to a full sense of their individual obligations and join heartily in this work of organizing the country for war on an enormous scale, there is certain to ensue a long and ghastly period of fighting and world-wide suffering, with ruin and starvation on every side. And by a long period, I mean from five to twenty years.

Shipping Situation Serious

That's the war situation as it looks today. Today the most serious single feature of the war situation has to do with shipping. Since 1915 it may interest you to know that over seven million tons of shipping have been sunk and destroyed. That is one-fifth of the world's total shipping. Now take into consideration the vast amount of shipping that is now required for military purposes, in addition to coastwise, lake, fishing, and inland, and other minor purposes, and it will be seen that the remainder of ocean-going mercantile shipping is not in a position to undergo much more contraction without serious consequences to the whole allied cause.

This means that new construction must keep pace with submarine sinking and must even gain on these from time to time if the margin of safety as to food, fuel oil for the navies, and other vital supplies is to be reached and maintained. Submarine sinkings are now continuing at the rate of over a half million tons per

month. That's the average. Last month was heavy; the month before was light; but the average is well over a half million tons per month.

Presumably the submarine menace may be and will be checked and will eventually be overcome but the fact that we have to face today is that up to now it has been neither checked nor overcome. That being so, it stands to reason that more and still more ships must be built and quickly put into ocean-carrying service if the allied cause is not to be put in jeopardy.

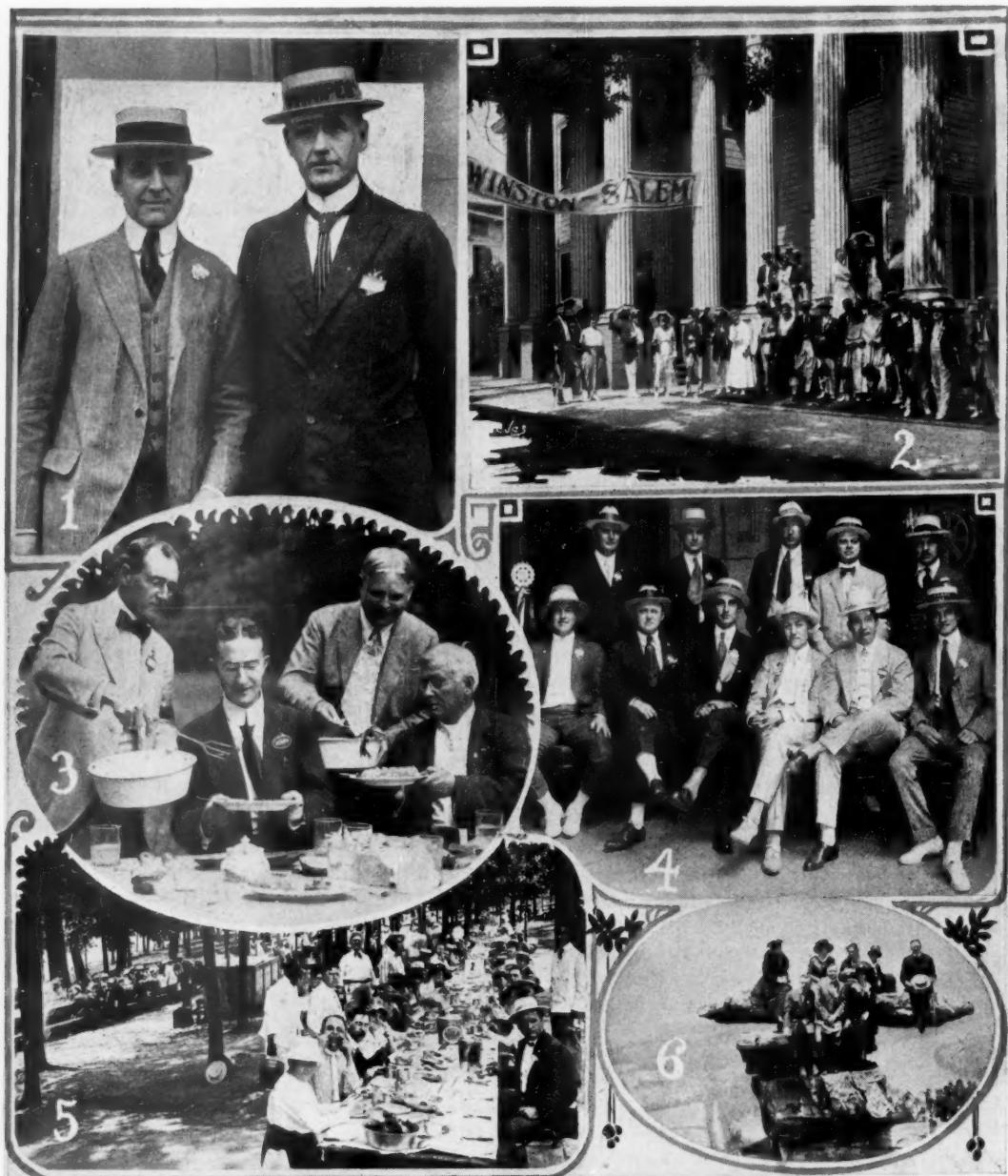
Fuel and Food Shortage

France and Italy are very short of coal. It is interesting perhaps, in passing, to state that coal today in Paris is somewhere between sixty-five and seventy-five dollars per ton. With food and oil reserves considerably below normal in the principal allied countries, with neutral shipping restricted by reason of the submarine campaign and with the prospect in view of substantial additional requirements for the United States and Russia in the near future, and very substantial requirements indeed they are, is it not clear that the utmost energy must be directed toward increasing the world's supply of ocean-going ships without a single day's delay?

And side by side with ships, food supply runs a close second in the matter of importance. Now the question of food supply, of food conservation and of food distribution is one obviously of the utmost importance to the whole world today. There is a world-wide food shortage. You don't realize it here because it hasn't quite closed in on this country, but it will; it's coming certainly and you will feel the food shortage here within the next twelve to eighteen months very severely.

This is due largely to the fact that millions of men have been taken from productive pursuits—many of them from the land—and thrust into arms. At present over fifty million men are in arms. In single file marching order they would more than reach around the earth at the equator. The great bulk of these men have been taken from industries, productive industries and from the land. As soldiers they consume more than they did as productive workers. It has been

CAMERA SHOTS AT THE ATLANTA ROTARY CONVENTION



1—President Klumph and President-Elect Pidgeon. 2—Winston-Salem Rotarians were pleasantly quartered at the Washington Seminary. 3—At the jewelers' section barbecue; Armin Maier of Atlanta, A. B. Brown of Hope, Ark., Col. Walter P. Andrews and Mayor Asa G. Candler of Atlanta. 4—Burroughs Adding Machine Rotarians: standing, Floyd Hughes of Greenville, Frank B. Jones of Lexington, St. George T. Cordell of Nashville, George M. Greene of Atlanta, B. G. Erb of Buffalo; sitting, W. H. Riggle of Jacksonville, F. M. Fillingim of Waco, E. A. Falkhurst of Atlanta, J. B. Erskine of Toronto, W. J. Meyer of Jackson, R. W. Stockbridge of Portland, Me. 5—At the barbecue given by Birmingham Rotarians to visitors returning from the convention. 6—President Klumph and party on Umbrella Rock, Lookout Mountain, Chattanooga, en route to convention; Klumph is at extreme right; seven states can be seen from this point.

stated by a close student of food supply that Great Britain's army of five million soldiers in 1915 consumed more meat than the total population of the British Isles in 1913.

The war's enormous fighting forces not only consume greatly but they produce not at all. Thus, the effect is doubly adverse to the world's food supply. Now Germany, whose people are organized down to the finest possible point, has been subsisting on semi-starvation diet for more than a year past. She has undergone great sacrifice, has faced grave dangers from within more than once, all occasioned by this shortage of food. There are many well-informed persons who believe that Germany may collapse and that the war may end suddenly by reason of Germany's food shortage, but that view is met by the fact that all such predictions up to date have failed and there have been many of them. There is the best of reason for believing that Germany will be able to hold out until she reaches the next harvest and if she reaches the next harvest there is no reasonable ground for believing that she can't reach many more harvests, because this is the real test of Germany's endurance in the matter of food. We have studied this closely and we know. It's the absolute truth.

Big Problems to be Solved

Now it must be remembered that Germany has put all her prisoners of war to work on the land and also the entire population practically of Turkey and Bulgaria. She has also educated every man, woman and child in the Empire in the matter of strict food economy. Therefore, the possibilities are that those who count on Germany's hunger to end the war will share the fate of those optimists who have always been predicting that the war is about to end, and retire gracefully from the scene while Germany continues to be fed and the war goes sternly on.

Closely allied with these two problems are the almost equally important problems of raising, training, equipping and transporting to Europe large detachments of American troops; the manufacture of thousands of aeroplane engines and new types of flying machines, and the training of efficient flying men to use them; the necessity of standardizing allied buying, car-

rying with it the establishment of uniform prices to be exercised through a central buying board; and the urgent necessity for amalgamating so far as possible all available American shipping with the allied war problem.

In all these directions there is great necessity for the United States to profit by the mistakes that were made in England and France in the early stages of the war. It is only fair to state that information bearing upon most of these problems has been freely asked and equally freely given. This cooperation will be closer and more constant as time goes on and will make for speed and efficiency in carrying out the United States' program for war.

So far, unfortunately, this war program of the United States has been largely a matter of official concern, fairly understood in Washington but not at all understood by the people as a whole. I say this is unfortunately the case because in no country is it so necessary for the people to understand their individual obligations as in this United States today.

Vital to United States

What are the underlying reasons for this curious inability on the part of the American people to realize that this war to crush autocracy, so that the world's free institutions may continue to exist, is just as much America's war as it is England's or France's war? Why does the average citizen of the United States today utterly fail to grasp the vital fact that if Germany by some brilliant stroke or favoring accident should destroy the British fleet or overthrow the fighting forces on the western front, the results would be national death and quick national death to this country? This greatest of all republics would disappear. That's what you're up against today.

The reason for this strange lethargy in the face of national peril is mainly two-fold. First, the Allies' policy of close censorship, which I regard as a stupid policy and always have, has resulted in keeping the full flow of war facts and a reasonable understanding of the worst developments from reaching the people of the world, a policy which has already cost countless thousands of lives and untold treasure and a policy which I earnestly hope will not be repeated here.

I maintain that the public is entitled to all war news except those matters which military and naval experts judge to be of actual value to the enemy. I have heard an awful lot of foolish talk about censorship since I have been here and I have seen a very short-sighted and inadequate experiment tried with the result that anyone with any experience could have foreseen—absolute failure.

I make bold to suggest that if you were to establish a censorship board of five newspaper men with consulting military and naval advisors and proceed upon the broad and simple basis that the public are entitled to know the war developments, there would be an end to all this foolish censorship discussion, the public could get the facts and military secrets unsuitable for publication would be automatically withheld. A censorship is necessary in war time but it should be a wide open censorship that would keep the whole people fully informed.

Second Cause of Apathy

Now the second of the two main reasons for apathy and for misunderstanding this war situation—and this after all is the main reason—is to be found in the attitude which unfortunately was taken by leaders of public opinion in this country during the earlier stages of the war, the attitude that assumed that it was no concern of this country.

This attitude unquestionably served to create a sense of entire indifference to the war issues in the minds of the American people generally. Now that those who held such views have awakened to a full realization of the fact that they were wrong, they find themselves confronted with a rather awkward dilemma. They have discovered that this public sentiment slowly and surely created on what now proves to be an utterly false basis, cannot so swiftly be reversed as the seriousness of the present war situation demands. In all fairness, however, it must be said that realizing the weight of responsibility which rests upon them for this hesitation, this doubt, this failure on the part of the people to comprehend the full import of the war, they are now becoming outspoken in urging a policy of complete frankness with the people although I haven't seen much of it yet.

But I maintain that this situation de-

mands far more than even complete frankness with the people. It demands a nation-wide campaign of information, deliberately designed to bring to the people, and to bring to them quickly, a full and thorough understanding of all phases of the war, of why we are in it, of the kind of enemy we are fighting, of the urgent necessity for the whole people of the United States to join with their very hearts and souls in the stupendous task which lies immediately ahead.

The war program which this task embraces cannot be made effective without the full cooperation of the people. This cooperation cannot be expected until the people have been aroused to a full and complete understanding of the war—that goes without saying—of what it means to them and their future and of the obligations and responsibilities which devolve upon them if the war is to be ended within the next two years.

Urge Educational Campaign

I would like to repeat, if I am not too long, with the utmost emphasis what I had the privilege of stating recently before the New York Merchants' Association, that it is absolutely essential for those who are shaping the general war program without further delay to organize and project, under Government direction, a great and far-reaching campaign of information designed to make the people understand this war.

It should be made to reach the eyes and the hearts and the full understanding of the people by freely using the advertising and the news columns of every publication in the United States, and by using the movies, the billboards, the post offices, the public buildings, the railway stations and the public conveyances as was done in the great publicity campaigns which were successfully used to arouse the people of England to a full sense of their danger and their responsibilities at a critical period of the war, although it was no more critical, no more threatening than the situation which confronts this country today.

President Wilson has made an excellent start in this direction by pointing out to the people of the United States in his Flag Day address, that they have embarked upon the gravest enterprise in American history, that the task is one which will call for great self-sacrifice and he made

fairly clear to them why this is so. Is it too much to hope that the President's Flag Day address is the forerunner of a systematic and far-reaching campaign to make clear to all of the people the full meaning of this war?

If, coupled with this urgently needed campaign, there could be accomplished a radical revision of the French and English censorship, and you may depend upon a few of us to urge that with all our force, permitting a much freer flow of all kinds of war developments from the fighting areas than is possible under existing conditions, the effect I feel sure would be enormously beneficial to the whole allied cause.

Wants Facts Published

For instance, would it not be the height of wisdom to reverse the policy which even yet conceals from the world the full truth about the incredible atrocities in Belgium? Atrocities which, if possible, have been outdone in Roumania, and which up to now have not been publicly disclosed; adopting a new policy which would release to the world the story of appalling barbarities perpetrated by the Germans in Roumania—many of them too horrible to describe from a public platform, but all of them serving to show the people here what they might expect in the event of a German invasion of the United States; what sort of enemy, in fact, it is that we are fighting; exposing the fiendish deviltry which caused thousands of poisoned candies, filled with typhus germs, to be dropped from German aeroplanes for Roumanian children to pick up and eat; the tragic story of how the Queen's little boy, her youngest, picked up one of these poison-laden sweets in her garden, ate it, sickened almost at once, hovered between life and death for weeks and finally died in her arms; the shocking story of how brutal German soldiers forced gentle and refined Roumanian women to disrobe in public and then drove them in groups naked through the streets; the story of Roumania's pitiable plight today, with disease raging unchecked for lack of surgeons, physicians and medical supplies;

the blood-curdling details of scores of submarine sinkings where non-combatant victims were ruthlessly shot down or, when they escaped that horrible fate, were cast adrift without food or water in small boats on the high seas to die one after the other from madness and from thirst—authenticated many times over.

That's the kind of thing that the close censorship keeps from the understanding, the minds of the people, and that's the kind of thing that ought to be printed, in my judgment.

In a different category, equally important to print, are the thrilling stories of those combats in the air which are taking place every day over the fighting lines in France, stories of courage and daring the like of which have never been equalled in the widest realms of fiction; the countless stories of noble heroism, of human sacrifice and suffering for a great cause, which show in their true light the details of modern warfare so persistently concealed and so urgently needed to stir the people's pulse and to make them feel and realize the truth and the full truth about this gigantic struggle, in which we are all taking part today.

Reverse Policy of Secrecy

Reverse this policy of secrecy. Let the people at home have these and other true pictures of the war as it really is and I firmly believe that the response would be electrical, particularly here. The people of the United States would rouse as one man to their task, fired with patriotic fervor born of a full and true understanding of what this war means to them and their future, of the individual obligations it imposes upon those at home as well as upon those who are constantly facing death for the sake of those at home!

Now this, it seems to me, is of paramount importance in view of the circumstances which exist today clearly indicating that as this great country organizes for war quickly or slowly, well or badly, earnestly or haltingly, so will the end of this war be soon or long in coming.

THE WORK AND THE NEEDS OF THE RED CROSS

At the afternoon session, Mr. Burton again addressed the convention upon the work and the needs of the Red Cross.

I am a bit sorry to inflict myself upon you again so soon, but they rang me in

this morning unexpectedly. Now I have been asked to speak for a few moments on the Red Cross. I am not an authority on the Red Cross, but I am one of the most ardent admirers of the organization, and have had occasion to see how marvelously its work has been conducted both at the base hospitals and in the great hospitals scattered throughout England and France. It excites the world's admiration.

The two great softening forces of this brutal war are the Red Cross and the Y. M. C. A. They might be described as the shock absorbers of this giant war. No uniform stands so high in the estimation of the world today as the uniform of the Red Cross nurse.

Now that America has come in to fight America's war, it is well to get clearly in mind what this involves, so far as the Red Cross work is concerned. In the first place, I take it that if you people realized the vast scale upon which this war is being conducted and the quick changes which will ensue, affecting the daily lives of everybody here as the result of the stern obligations which will shortly be thrust upon the people of this country, it would stagger you.

Along with the scale of its effect on daily life will come the scale of its requirements for just such vital, basic things as this Red Cross work.

First, the scale of fighting; if it will not bore you, I would like to tell you in just a few lines what has taken place in England during the past two years, simply to give you an idea of the changes that entering a war brings upon the life of the people.

England's original army consisted of 160,000 men. England's army today is well over five million men. The British army at present in France is over 2,000,000 strong, either in the fighting lines or in the reserve lines. The remaining soldiers are divided into the armies of Salonica, Mesopotamia, Egypt, German East Africa and India. All except that in India are fighting armies. Therefore, the war divides itself into four separate and distinct wars, each one of them involving the services of a great army. In Salonica alone, there are nearly three-quarters of a million men, and so it is with the others.

Now, every one of these means a separate and distinct and very big Red Cross organization to take care of illness, to take care of the wounded, to look after the com-

forts of the soldiers, as well as the necessities of the soldiers.

There are now in England nearly one hundred government plants which have been specially built to cope with the munitions requirements, and in that ministry of munitions, under one headship, there are 3,500,000 people. That is simply to give you an idea of the scale on which this is going ahead.

During the first two years of the war, the British moved across the Channel back and forth over 10,000,000 tons of explosives, over 50,000,000 gallons of gasoline, and over 1,000,000 sick and wounded, and all without any loss from enemy attack.

Now, some idea of the magnitude of the fighting on the western front may be gained by a statement made by General Sir William Robertson, the Chief of the Imperial Staff of the British Army, to the effect that within the last six weeks in France alone there have been expended over 200,000 tons of explosives. That is by the English Army alone. He also stated that it required 50,000 tons of stone each week to repair the roads behind the lines. Another inkling of the scale the war is being conducted on!

You may judge the extent of the fighting by the enormous casualty lists which are staggering the people of Germany and France and England today. That is hard for you to realize, but it isn't for us who have seen for months past anywhere from two to six great long filled up hospital trains come into Charing Cross Station and Victoria every night, trains filled with wounded that have to be scattered out over the country in the convalescent hospitals. You see those coming in for weeks at a stretch and see the countless lines of ambulances. You begin then to realize that this war is being conducted on a very large scale indeed.

At a meeting before the Yale Club in New York about two weeks ago, Col. T. H. Goodwin, of the British Army, who came to this country with a view to finding out what doctors and trained nurses could be spared for the immediate future for France and for England, startled his hearers by stating that England now faces the problem of caring for one million wounded men, exclusive of convalescents. That is, England alone has one million wounded people there now to be taken care of.

"The United States," he said, "must

send thousands of surgeons and nurses to England and France and probably to Russia, where there is likelihood of being fighting on a big scale within the next six or eight months, and must at once supply not less than 20,000 doctors for her own proposed army."

I may say that that 20,000 is small. It will be much, much more than that. If America could respond now to the needs of the situation which Colonel Goodwin indicated, it would mean sending abroad not only the total available supply of doctors and trained nurses, but it would mean taking all the output of all of the medical colleges in the United States for the next eight years; and that, remember, is not taking into account at all the newly created requirements of the United States Army. That is the situation as it exists without the United States Army.

Now, do you begin to get some idea of what the requirements are going to be, when those exist, and plus that the requirement of this new army which is going to be not less than 3,000,000 men?

The requirements of the United States Army are the immediate concern of the public-spirited people of this country, and they form the basis of this preliminary appeal that is being made for \$100,000,000 with which to get the great war work of the American Red Cross thoroughly under way. The fact that this country has been kept so long unprepared, both physically and mentally, for the shock of conflict which is now so close upon it, makes the Red Cross task no less than the other colossal tasks which confront this country much more difficult than it otherwise would be.

There is a feeling that all must join in furthering this Red Cross work, but the

actual reasons for it, the extent of it, and the best way to go about it are not yet at all clear in the average person's mind. For the method of procedure, you must look to the authorities at Washington, meaning Mr. Davison and his able staff of assistants. I trust they will soon send out, as I feel they should have done before this, detailed instructions to large and small communities in every section of the country, making perfectly clear their program, their exact and immediate needs and the precise way that the people can best aid in carrying that program into effect.

As to the reasons for organizing this Red Cross work on a large scale at once, Colonel Roosevelt put it splendidly in a short paragraph in the course of an address last week when he said, "The most important thing is to send abroad at the earliest possible moment a great fighting army, second only to the army in the work of winning the war is our Red Cross."

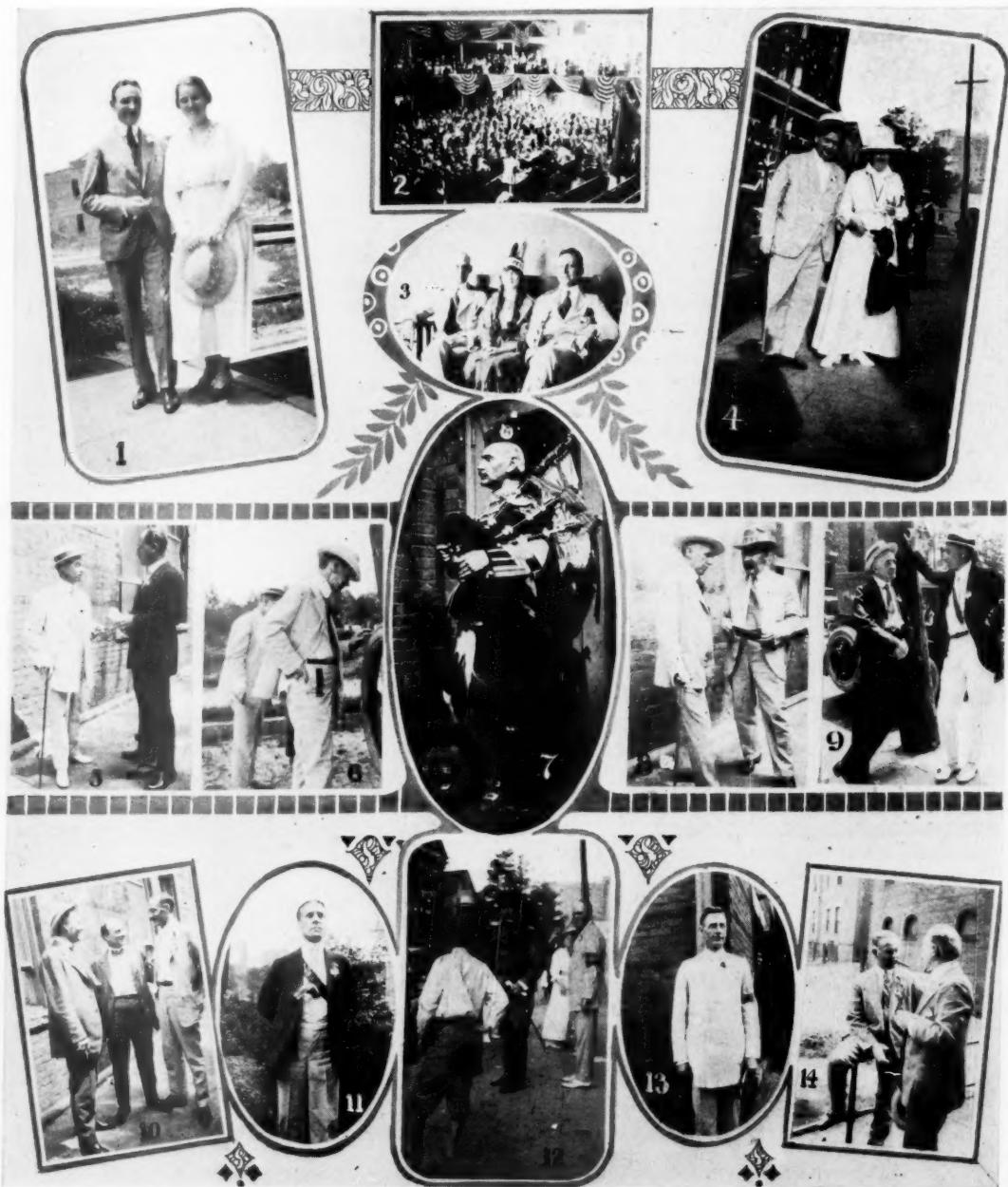
The President has commissioned several of the ablest business men in the country as a war council of the Red Cross to administer this service on behalf of a stricken world. This war council tells us that a fund of \$100,000,000 must be raised at once in order to meet even the most urgent and immediate demand, and that hundred million dollars won't go very far. A million dollars is swallowed up in Red Cross work just like a five-cent piece is swallowed up for a glass of soda-water; it just disappears.

Everybody can help and everybody should help. It is an essential part of the early war program, and it needs everybody's backing. At this moment there is nothing more important than a thorough organization and the effective financing of the American Red Cross movement.

Rotarians and War Education

The Rotary Convention at Atlanta adopted a war resolution: "That it is the sacred duty, the high right, and the greatest opportunity for service, that each Rotarian should strive so to understand and comprehend the tremendous responsibility placed upon every man for a victory which must be won, that he shall be prepared to the absolute utmost to work and pray, and to sacrifice to this end. And, That the affiliated Rotary clubs, during the ensuing year, should, in their respective towns and cities, promote a plan of education as to the causes of the war and the righteousness of the Allies in this conflict."

SIDELIGHTS ON ATLANTA CONVENTION THROWN BY CAMERA



1—President Arch Klumph and Miss Grace Nelson of Kansas City who delighted the convention with her singing. 2—A bit of the convention audience seen from the choir loft. 3—Ex-presidents Jim Craig and Herl Angster of Chicago with the Indian princess who dispensed Red Wing grape juice at Chicago headquarters. 4—Joe Mitchell Chapple and wife of Boston. 5—Homer Sumption (in white) of San Diego, and President Leon C. Warner of Minneapolis. 6—President Louis D. Hicks of Atlanta inspecting a punctured tire; Frank R. Jennings, advertising manager of *THE ROTARIAN*, is just back of him. 7—Pipe Major Dunbar, with the Hamilton (Ont.) delegation. 8—Charlie Schramm of Salt Lake City and Dr. J. A. Donovan of Butte. 9—R. G. Knowles of London, England (at left) and Ralph Shaffer of Tacoma, governor-elect of Fifteenth District. 10—President Al. Carter of Oakland, Managing Editor Philip R. Kellar of *THE ROTARIAN* and Stuart Lees of Hamilton, Ont. 11—Edward King of Tacoma, whose address "A Vision of the Rotary of Tomorrow" was one of the oratorical gems of the convention. 12—Major General Leonard Wood; the boy got in front of him just as the camera snapped. 13—President-elect E. Leslie Pidgeon. 14—Past Presidents Frank Mulholland (at left) and Allen D. Albert at the stage door. (Photos by John Knutson, Bill Graham and T. E. Gause.)

Service—A World Force

By Dr. Jas. A. MacDonald

One of the notable addresses at the International Rotary Convention in Atlanta, in June, 1917, was that delivered by Dr. MacDonald, of Toronto, most of which is here printed

MR. President, Officers and Members of Rotary, Ladies and Gentlemen: I appreciate the opportunity that is mine at this hour, of speaking home to your hearts and minds some word that may live in your lives, serve in your service and be solace to you in the great, the dark, the tremendous days that are before us all.

Leagued as you are, you men of Rotary, in this international convention, by your pledge to service, here in the home of Br'er Rabbit, in the big-hearted land of Dixie, I bring to you a greeting—a greeting of the heart from the land of the maple. From all the hearts that beat under the ancient flag of the Union Jack I bring greetings to you who live and who serve under the Stars and Stripes.

Joint Obligations of U. S. and Canada

You call yourselves Americans. Would you be pleased to remember that we Canadians also are Americans? To remember that there is no obligation resting upon you for the defense of the liberties, the integrities, of America that is not resting on us, too? That there is no struggle for you that is not also a struggle for us and that for us and for you and for the both of us together the world waits in this hour of the world's crisis for the service we may render for democracy, for freedom and for the internationalism of all the world?

Our two nations, the United States and Canada, stand up on this North American continent today and stand up together to represent before all the world the democracy of North America.

In the days of long ago our two peoples were indeed of one blood; the common blood of the English-speaking world flows in our veins. We cherish the traditions and the jealousies of old revolutions and of old wars. In the days before Europe's world war we exercised, we Canadians and you Americans, in our international politics

and in our international trade, the privilege of the brutal frankness that belongs to blood relations, and for two years after the world war began we were divided in our world relations.

Canada was a belligerent from the beginning; the United States was a neutral. But now! Now in this new day, this day of sacrifice and of tragedy; now in this struggle of the world's Armageddon; now when democracy the world over is fighting for its right to live; now these two nations of the North American continent stand up and stand together and work together in the world's service and die together at the world's battle fronts and in the end we shall rejoice together in the freedom of all the world.

Service is the keyword of Rotary. Service has been echoed in my ears ever since I consented to the urgency of those who honored me with the invitation. But through these recent years, service has been the battle cry, has been the keynote, of not Rotary alone but of all the great movements the world over and the years through which we have caught the vision of the day that is to be.

Service the Law of Society

Not many years ago it was my privilege and honor to be a speaker at a convention of advertising men. My first experience of service, as the keynote of an organization, was at the national convention of the Advertising Clubs of America, and almost my last experience with it was in the city of Philadelphia where the President of the United States was the guest of the Associated Advertising Clubs of the World—it had then become international. And in Independence Hall the ad men welcomed the President of the United States and on their breast every man of them wore the keynote of the advertising movement—service—and their challenge to the President of the United States was this: "Service is our motto, what's yours?"

WHAT THE CAMERA SAW AT THE ATLANTA CONVENTION



1—President Klumph in speakers' stand at Sunday afternoon meeting in Piedmont Park. 2—A very small part of the Piedmont Park Sunday crowd, taken from the stand. 3—"Brother Bill" Hoffman of Atlanta. 4—Flower decorated automobile of San Diego delegation; standing in front of car are Homer Sumption of San Diego, Russell Greiner of Kansas City and Allen Albert; Uncle Charley Woodward is in the rear seat. 5—Mrs. Fannie Schoenfeld and her noiseless little stenotype upon which she took the record of the convention sessions. 6—Just one little picture of the fire-swept section of Atlanta; there were 75 city blocks just like this. 7—Chief Silvertongue of Kansas City, whose splendid tenor voice was frequently lifted in song. 8—A touch of the "Old South" arranged for the visitors. 9—Miss Mary West Craig of Macon, a "Georgia Peach" who charmed the convention by her singing of negro melodies. 10—Barbecue of the jewelers' section at home of Col. Walter P. Andrews. (Photos by John Knutson, Bill Graham, Phil Kellar, and T. E. Gause.)

I turned homeward and, as sometimes happens to me, I was persuaded to make an address at a political organization in Toronto—the Women's Liberal Association of the Province of Ontario. Their motto was what? Their keynote what? Their pledge what? Service! Service!

Now I come to this convention and now again I hear the great note of service. Men, what does it mean? It means this: A new dawn! A new day! Not for us, not for you, not for them, but for all the world. Service is the keynote of the world of tomorrow.

And let us remember in choosing service as our keynote that service is a law, a law of the social order; service is the law of the social order—not a maxim, not an opinion which may be held or not held, which may be true or not true, not a maxim which may be observed or not observed, but a law of the social order, absolute, inflexible, inexorable. And no man can live in any country, by whatever name, no man can live in the social order without obeying or disobeying that eternal law of service.

Inflexible as Law of Gravitation

We forget or disregard things that are fundamental. I remember sitting in my office in *The Globe* in Toronto in the month of March. I looked out the window and on the Dominion Bank Building across the street I saw a workman at work. He had a wide strap buckled around his waist. The strap was secured firmly inside. He moved about with the greatest care. He was on the sixteenth story. He took no chances, either for himself or for the innocent people that might be passing by on the pavement sixteen stories below. A newsboy came into my office. I asked him,

"Why is that man so particular?"

He said, "He can't afford to make any mistake, sir. A man did make a mistake two or three years ago and he was an awful mess on the sidewalk."

But I said, "Why should he fall down? Why not fall up?"

The boy, who evidently had been at the night school, answered, "Things don't fall up, they fall down." And he began to recite something that the teacher had taught him about what he called "the law of gravitation."

Things don't fall up, they fall down.

They always do, they always did. It is a law that we recognize everywhere—in all our buildings, in all of our work—that things don't fall up, they fall down.

Men, there is another law in the universe as absolute, as inflexible as the law of gravitation. That is the law of the nature of things; this is the law of the nature of men. By the law of the nature of things, things fall down to the earth; by the law of the nature of men, men live together and are held together in the social order by a law that is as imperious, as inflexible, as authoritative as the law by which the apples fall.

It was not by any king, it was not by any congress, it was not by any parliament that the law of the social order was made. It was law! It always was law. It always is law. It always shall be law. "Thou shalt love thy neighbor as thyself," was no new enactment. From the time when man touched man, in Eden itself, the law of the social order was "Thou shalt love thy neighbor as thyself."

When Cain rose up and smote his brother he tried to justify himself by saying, "Am I my brother's keeper?" That he was his brother's keeper, the eternal law made good. Cain went out a fugitive and a vagabond forever. The law then was, "Thou shalt love thy neighbor as thyself," and when the Levitical code was written it was no new law, and when Jesus came, he announced no new law: "The second is like unto it—Thou shalt love—."

The Nation that Sins

Whether we are a Christian or a pagan, that law holds just as it holds for the man at the sixteenth story window. If the president of the Dominion Bank had been on that window ledge, and if he had fooled with the law of gravitation, the law of gravitation would not have been broken; the law would have held but the man would have been broken; he would have fallen to the pavement; he would have paid the penalty.

So is it with you and with me: If we sin against the rights of any other human being, if we are hateful in our spirit, if we are vengeful, if we consider not their good, we violate the eternal law of the social order that was not made by man, that cannot be broken by man, that cannot be broken by God, "Thou shalt love—."

Cain went out a fugitive and from that

hour till this men have been going out fugitives and vagabonds forever because they offend against the eternal, absolute, irreversible, inflexible law of human society that holds society together, that holds not only this society of individuals but this society of nations together.

The nation that sins against the good will of other nations pays the penalty, pays it in its own history and shall pay it in full. Our nations, the United States and Canada, and the nations of Europe, Germany and Britain, France and Russia, Austria, all of them, large and small, every single one of these nations is under the eternal law of good will, the eternal law of international service. And the nation that sins—"the soul that sinneth"—it shall die.

God or no God, that is true; Bible or no Bible, that is true; church or no church, that is true—for individuals and for nations. He falls, he pays the penalty and this day, at this tragic hour, all the nations of Europe are paying the penalty of their sins against international good will and international service.

Keynote of World's Democracy

Here we stand, the United States and Canada, three thousand miles from the war-swept shores of Europe; here we stand and there is not a man or woman in either of these nations that is not paying their share—all of us, all of us together, are paying our share of that world offense against international good will and international service.

You tried to keep out of the war but the eternal law made it impossible for this democracy to keep out of the war when democracy is unsafe.

Service! Service is the keynote of the world's democracy. In 1909 I attended the Press Conference of the Empire held in London. I went to visit the glens in Scotland and I came down to Edinburgh. The morning I arrived I took a tram on the Lothan road. I was on the top of the tram and going past the Kings Theatre I saw a great crowd outside. Being a newspaper man I wanted to know what the crowd was about. Somebody told me that Winston Churchill was making a speech. I made my way into the theatre and Churchill was saying this just as I entered:

"The time has come when the questions

that used to be asked are not asked any more. It used to be that the question asked of a man was, 'What have you got?' Now the question is, 'How did you get it?'"

Churchill was a Radical—I dare say he may be that yet. He was a land reformer at that time; he was one of the campaigners for the doctrine of land reform and God bless them all, every last man of them. On that point I am a Radical myself to my finger tips. I had come down from the north of Scotland where the Duke of Sutherland had 2,226,000 acres of land. How much the Duke of Argyle and others had doesn't matter. There were in England and in Scotland and in Ireland and in Wales men who were not comfortable if they had to stand up and answer that question, "How did you get it?" I wonder if all the men of the United States and Canada who have as much money as the Duke of Sutherland (and there are lots of them in the United States) or the Duke of Argyle—I wonder if they could all, with straight faces, answer the question, "How did you get it?"

I wonder if a man who piles up millions upon millions in the United States or Canada out of the munitions—the war munitions of the past two and a half years—could with unblanched face answer the question, "How did you get it?"

Question Each Must Answer

I pondered on Churchill's question until a third question came to my mind that seemed more penetrating and more disturbing and more important, more pertinent than his. We may have inherited the advantages that are ours and the wealth that is ours. But this is the question of this new day, this is the question of this Rotary movement: Not, "What have you got?" not "How did you get it?", but this, "What are you doing with it?"

This Rotary movement and every other movement that has for its objective the service of men, the democracy of the people, of the nations, asks us, "What are you doing with the advantages?" To you Americans, who are proud of your history, of your birth, of your blood, of your breed, the question is not, "Can you trace your line of descent back to the Mayflower or to the aristocracy of Virginia?" It is this: "What are you doing with your blood, your breed, your advantages, your great name, your opportunities?"

Let go the damned wealth, let it all go, but what are you doing with yourself? (I didn't mean to say "damned.") That's a newspaper expression. I make apology to Mr. Pidgeon whom I see here. I mean "condemned.")

Every man and woman, every nation, the whole world of nations is held by that law that holds us responsible for the service we render, for the work we do, for the good that we achieve because of the advantages that are ours. What are you doing with it?

My third point is this: Service! Service, the supreme purpose of America's liberty! They are nearly all dead, the Americans who supposed that they achieved independence and that they were first in the world's history on the job.

Source of Democracy

Why was this new continent? Why did it heave above the horizon line? For the aggrandizement of men and women? No! No! Who fought, who brought to this continent the ideas of civil and religious liberty? Where did they come from? You say, "From England."

Go back of England! Fifteen hundred years ago, men whose blood was Teuton blood came from the ancient land of Germany, sailed across the North Sea, around into ancient Britannia with nothing but an idea, the idea of the right of a free people to govern themselves. All you Americans in the war, all you Americans who rejoice in your liberty, in your freedom, in your democracy, you owe it in the last analysis to those Germans, to those men from Schleswig, the Angles and the Saxons. They crossed the sea, they let loose the idea in ancient Britannia and from that realizing of an idea came the freedom of England, the democracy of Scotland. No! No! I take that back. I pay some respect to history. All men who are not newspaper men don't do that. But the Celts (I say Selt not Kelt and you people since you've got into the war will learn to say Selt, too) came a thousand years before the Anglo-Saxons' name was heard in history.

The Celts came from beyond the Dardanelles, from beyond, out of the antiquity of Homer. They came across through what we now call the Balkan states and left some of their breed in Serbia and the democracy of Serbia was not all dead in

1914. They came across, those Celts of history, to the Roman Empire. They left their deposits of freedom in the Roman Empire; they crossed to Britain and ancient Britannia was touched with the notion of freedom.

But you are Anglo-Saxon, you who have Saxon blood and are proud of it. Run it back to where it belongs, not simply to England, but back to Schleswig, back to the lands of the Angles and the Saxons. The tragedy of this world's history is this, that the very land that let loose the idea of representative government is now under the heel of the autocrat.

That's why the obligation rests on us all the more immovably, we who are the heirs of all the ages in the foremost files of time—the obligation rests upon us all the more immovably to stand for the rights of representative government not in America alone, not in Virginia, not in New England alone, not in North, South, East, West or Middle West, not in Canada alone, but that this powerful North America stand for the right of every people everywhere to liberty.

North American Internationalism

Service is the motive of North America's internationalism. That's us. Service is the motive of North Americans—Canadians, Americans, all. There is nothing more remarkable, nothing more splendid on all this round earth today than the thing that these two nations of the North American continent present to the war-torn world—North America's internationalism! Ponder it for a moment.

I want to set this down, waste no time, either mine or yours, and this is what I mean: Listen! North America's civilized internationalism is North America's greatest achievement. It is the chiefest thing North America has to show.

Other things have been done on this continent which are heralded as among the wonders of the world, the enduring marvels of all the centuries. But this that these two English speaking nations of North America have done and have done together, and have done through more than a hundred years, is without parallel on any continent, without precedent since time began. It is not a thing at all. It is an idea, the noblest expression of the North American idea. It is a promise, the confident promise and the matchless prelude

of the world's Christian civilization. It is a spirit, the embodied spirit of the International Christ.

Citizens of the United States and citizens of Canada cross and re-cross their international boundary a thousand times unconscious of its meaning and its marvel. But travel its historic course and see what it is, think what it means. "The ground whereon thou standest is holy ground."

There you have it! More than five thousand miles of North America's international boundary between the United States and Canada! More than five thousand miles where free nation meets free nation, where vital interest touches vital interest, where imperious flag salutes imperious flag, where a people's sovereignty answers to a people's sovereignty.

A Service for Europe

More than five thousand miles with never a fortress, never a battleship, never a yawning gun, never a threatening sentinel on guard!

More than five thousand miles of war's neglected opportunity!

More than five thousand miles of civilized and Christianized internationalism!

God's shining sun, in all his circling round, lights up no such track of international peace, and crosses no such line of international power, anywhere else in all the world.

And this that these two nations of North America have done, this unprecedented and unparalleled achievement of North American good will is not the work of two spiritless and backward peoples. Other nations on other continents can boast of their past but with these two democracies of North America is the future of the world.

And they have kept the peace, the peace with honor, not for one brief spasm or through one sudden outburst of good will. For more than a hundred stormy years North America's internationalism has held and in the very face of Europe's international tragedy it gives the pledge of a far greater North American peace for a millennium yet to come.

Service! Service is the motive of North America's internationalism. Not for ourselves, not for our children, do we hold this continent from the Mexican border to the North Pole as the home and the breeding place of North American democracy.

Not for America alone but for Europe, Europe bleeding at every pore, every boundary line bristling with bayonets, soaked in blood.

Oh, Europe! Europe! It is not by might, not by power that these two democracies live together and work together and play together and tomorrow will die together on your awful battle plains. It is not for ourselves, not even for our children. It is that we might give to you, that we might give to all the continents, the secret of our peace which is the service of all the world. It is not North America's internationalism alone, but this service of ours, this service of humanity, is the coronation of the democracy of the world.

One story more and I am done. I'm going to get rid of this story because you are Americans. I'm going to tell of an incident in 1911 when I was a visitor at the coronation of the king in Westminster Abbey. You democrats have still in you some blood that goes back to coronation. It may be German, it may be call it what you will, I care not—I care not what your blood is, what I want to know is what you are.

A Coronation Story

But my story! I was a delegate to the coronation of King George. The king ordered, that is to say the king said (it's only the reporter that says he ordered—it's the proper newspaper term), that one newspaper man from each of the overseas dominions should have a seat reserved for him in Westminster Abbey where he could see. Let the lords and the dukes see or not see, but a newspaper man from overseas was by the order of the king (and you Americans don't know that George III is dead) to see the whole ceremonial.

To me it was half barbaric but that is because I'm a democrat. I take that back. I'm a Radical. You have a political significance that you put in "democrat" that didn't use to go into it. My seat was in the Treforium over the poet's corner. It was fine to look down on the Duke of Norfolk and all the other lords and dukes. It was fine for a Scotch Radical to see those lords and dukes where he had the advantage of them. I was getting square! I was getting square with them for driving my ancestors out of the north of Scotland, even if they did have to come to North Carolina to get a place in the sun.

It was the most splendid ceremonial of the whole world's history. All the nations, yourself, too, had their representatives there on that great day and from my eerie up in the Treforium above the poet's corner I could look over the whole scene—the coronation chair with the stone of destiny in it—and watch the marvelous ceremonial.

When the crown of Edward the Confessor, the heavy crown that has told so much of tragedy through all these centuries, was put on the young head of King George and the ceremony was over, what stayed with me, what stays with me yet, what gives new significance and casts a new light upon the democracy of Britain was this:

"As One that Serves"

It was the text of the coronation sermon of the Archbishop of York, spoken that day into the very eyes of the young King and Queen:

"I am among you as one that serves." As one that serves. All the old power of British democracy running back through the centuries, all the old power was gathered up into that one expression—"I am among you as one that serves."

We did not understand that then, it was in 1911. Not the King, not the man, but the symbol, the symbol of the people, the symbol of British democracy, the symbol of Scotland and Ireland and Wales and England and all the British people over all the seven seas, the symbol of their authority, of their power, of their democracy was gathered up in this: "I am among you, you little peoples, as one that serves."

And the time came in 1914 when all the little army that Britain had, only a hundred and fifty thousand men all told (they wouldn't cut any figure in your recruiting today, and would scarcely count in ours in Canada) were thrown across the Channel into France and Flanders.

Why? For the service and for the defense of the little peoples whose only

crime was that they were little and could not stand up against the thundering autocrat; for the little people whose only crime was innocence.

I have damned the English as much as you men have, I have sung the songs as you have sung them. But we British men, with English blood, with Irish blood, with Welch blood, with Scottish blood, were there for the defense of France, for the defense of Belgium, and stood with Canada at Vimy Ridge, at Verdun, at all those blood-soaked fields of France and Flanders.

Thank God for those who followed the democracy, the new democracy of the world for the service not of Belgium alone, not of France alone, but for the service of the United States of America, for the democracy of North America, of South America, for the defense of all the shore lines of all the seas—those men in that awful first year of the war! And in this year your men, your sons, the men from your offices and shops (fifty-two men have gone out of my own office, *The Globe* office, in Toronto) have gone to fight beside them.

For the Little Peoples!

They serve! You and I, Rotary men, you and I, Americans, you and I, for the democracy of our world, of our country, of our continent, we stand today and your thousands of men will line up with ours, shoulder to shoulder.

I remember the battle cry of the old times of my ancestors, the MacDonalds, the Grants, and the Camerons when they followed their battle cry:

*Sons of the gale,
Sons of democracy,
Sons of the Free.*

Free nations! We took it up. Shoulder to shoulder, shoulders together, we stand for the rights of democracy, for the rights of all the little peoples on all the continent of Europe—the whole world shoulder close to shoulder we stand, what though tomorrow we die.

MY ROTARY

By Bill

To be sung to the tune of "My Little Girl"

My Rotary, you know I love you
And I long for you each day.
My Rotary, I'm thinking of you
When I'm many miles away.

I see the boys each week at luncheon—
My good old chums so true.
My Rotary, I'm only waiting
Till I can get back to you.

The Bill who wrote the above words is William H. Snyder, secretary of the Rotary Club of Elmira, N. Y.



The Way to Win Is to Stop Wasting



U. S. Food Commissioner Hoover Tells Americans How to Serve in the Home; Instruction Card for Every Household.

Win the war by giving your own daily service.

Save the wheat—one wheatless meal a day. Use corn, oatmeal, rye or barley bread, and nonwheat breakfast foods. Order bread 24 hours in advance, so your baker will not bake beyond his needs. Cut the loaf on the table, and only as required. Use stale bread for cooking, toast, etc. Eat less cake and pastry.

Our wheat harvest is far below normal. If each person weekly saves one pound of wheat flour, that means 150,000,000 more bushels of wheat for the Allies to mix in their bread. This will help them to save democracy.

Save the meat. Serve beef, mutton, or pork not more than once daily. Use freely vegetables and fish. At the meat meal serve smaller portions, and stews instead of steaks.

Make dishes of all left-overs. Do this, and there will be meat enough for everyone at a reasonable price.

We are today killing the dairy cows and female calves as the result of high prices. Therefore, eat less, and eat no young meat. If we save an ounce of meat each day per person, we will have an additional supply equal to 2,200,000 cattle.

Save the milk. The children must have milk. Use every drop. Use buttermilk and sour milk for cooking, and make cottage cheese. Use less cream.

Save the fats. We are the world's greatest fat wasters. Fat is food. Butter is essential for the growth of children. Use butter on the table as usual, but not in cooking. Other fats are as good. Reduce use of fried foods. Soap contains fats. Do not waste it. Make your own washing

soap at home out of the saved fats.

Use one-third ounce less per day of animal fat and 375,000 tons will be saved yearly.

Save the sugar. Sugar is scarcer. We use today three times as much per person as our Allies. So there may be enough for all at reasonable price, use less candy and sweet drinks. Do not stint sugar in putting up fruit and jams. They will save butter. If every one in America saves one ounce of sugar daily, it means 1,100,000 tons for the year.

Save the fuel. Coal comes from a distance, and our railways are overburdened hauling war material. Help relieve them by burning fewer fires. Use wood when you can get it. Use the perishable food fruits and vegetables we have in abundance. As a nation we eat too little green stuffs. Double their use. Store potatoes and other roots properly, and they will keep. Begin now to can or dry all surplus garden products.

Use local supplies. Patronize your local producer. Distance means money. Buy perishable food from the neighborhood nearest you, and thus save transportation.

General rules. Buy less, serve smaller portions.

Preach the "gospel of the clean plate."

Don't eat a fourth meal.

Don't limit the plain food of growing children.

Watch out for the wastes in the community.

Full garbage pails in America mean empty dinner pails in America and Europe.

If the more fortunate of our people will avoid waste and eat no more than they need, the high cost of living problem of the less fortunate will be solved.

(Signed) HERBERT HOOVER, *United States Food Commissioner.*



A Vision of the Rotary of Tomorrow

By Edward King

Eloquent address delivered by Tacoma Rotarian at the Tuesday Session of the Rotary Convention at Atlanta, June 19, 1917

MR. PRESIDENT, fellow Rotarians, ladies and gentlemen: I think I am extremely unfortunate to be the one selected to talk to you on this particular subject—*A Vision of the Rotary of Tomorrow*—for I am no visionist. In all my works and labors my motto has been—"This is the hour and this is the place." Then I wait for a moment and if no one responds I say—"What shall we do with it?"

I am glad to see that we have been passing very rapidly from the individualistic to the social type of civilization. It is a glorious thing to go shoulder to shoulder and elbow to elbow, providing the other fellow keeps his elbow out of your ribs. The great ameliorating, loving fact that has come into the world and has grown into the lives of men, teaching men how to live so their elbows won't rub the other fellow's, is Rotary.

It is very fitting that we should talk for a few moments this morning on the possibilities of the future, or perhaps of a slight vision of the Rotary of tomorrow. Trite as it may seem to some of us, Rotary is very little known to the majority of the outside world. It is looked upon as a club or a lodge or as a fraternal organization.

Rotary an Institution

I am sorry to note the fact that we have on the Pacific Coast, and I presume you have them also along thru this section, men who, after crossing the threshold of the door of Rotary, failed to take anything unto themselves other than the amusements which may be presented, and perhaps the financial benefits which may come to them.

If I had my way, and I don't wish to start anything, I'd wipe out the word "Club." I would say to a man, "Are you a Rotarian?" I would say, "Have you Rotary in your town?" I would put it into the very fiber of a man's life, so that it would be necessary for him to answer

either "Yes" or "No," when the question was propounded to him.

But what I wish to say to you today, and I am glad I am behind a pulpit, for I am going to preach a little bit, is that the society or the organization or the lodge is what is made by man. I believe today that we have in this society which we call the Rotary club an institution. Now, let us note the distinction—societies are made; institutions grow! They are born, they grow, they evolve, they get into large things, coming oftentimes from small and humble circumstances.

I am going to ask you to listen for just a few moments to three particular facts in connection with Rotary, as I look upon it as an institution, rather than an organization.

Founded on Truth

First, its philosophy. And it is not necessary that we should dwell long upon this, for every Rotarian who has the true principles of Rotary in his heart understands the philosophy that goes to the making of a Rotary life. It is not the province of philosophy to discover truth, but it is the province of philosophy to take the truth when discovered, and find out the harmony that runs through it all and the reason for it all.

Back there in 1905, Paul Harris never found a new truth. No, he took a truth that was as old as man and set it in order. He heard the harmony that went thru the whole thing, and he studied out the reasons for it all. Ah, he heard the cry of the lonesome heart, and began to break down the barriers that separated one man from the other. He himself said, "The idea that inspired me and dominated me was helpfulness," and in that philosophy he saw that it was helpful cooperation that was the basic truth and the eternal principle, and upon that foundation, and that alone, Rotary would have to stand.

He has lived to learn that it is this philosophy that has permeated the being and

fiber of this institution, and that will in the coming years open the doors into many of the foreign lands.

Oh, my heart was glad this morning to hear the brother from Cuba talk. We will be meeting, and before long, and listening to the men from South Africa and from South America and from Australia and from Alaska.

Just two weeks ago today, at this very hour, I spoke to a large audience at Juneau, Alaska, in laying the cornerstone of a large school building there. I noticed men and women, in that vast audience, as large or larger than this, who were weeping, and when I got down off of a table that was there on the platform, I said, "What is the matter with the people that they are weeping?" I hadn't said anything to cause them to weep. An old man came up and put his hand upon my shoulder and said,

"I can tell you, young fellow, why we were weeping. Most everybody that comes up here to speak to us talks about our vast land, about the wealth, about the wonderful industries, but you have spoken to us today about our hearts, and our hearts are hungry for that kind of a message."

And so I want to say that when the District Governor, Mr. Shaffer, goes up to Alaska to establish Rotary, he will receive a royal welcome from those large-hearted men who already have the spirit of Rotary in their very souls.

Rotary Philanthropy

The next is Rotary philanthropy, and the derivation of the word alone gives us its whole history—it is the love of men, it is the interest of men.

Now, humanity and all that relates to it is set to the key of brotherhood. There is a link that binds our hearts together. Perhaps that link is not visible, we are not able to understand it all, but the link is there. I want to tell you that never in the history of the world was there a time when people were so interested in down-fallen humanity. Look at Ed Kelsey's report here—marvelous indeed!

Oh, I want to tell you that when there are jealousies existing, we don't say any more, as we used to, "Well, I am sorry, it is too bad." When we see man down-fallen, we don't shrug our shoulders any more and say, "It is too bad. The poor fellow had bad judgment." When we

know of skeletons existing in some closets, we don't hide our faces, and say, "Well, they must see to that." We have come to that point in living when we say: "These things must be helped, they must be eradicated, or they must be built up," and we take an active part in all these things.

Now, if man is the unit of society, and we are taught that it is so, then I say that the hope of society is in individual character, in pure character, in perfect character. When I say perfect character, I do not mean the perfection of character that our dearly beloved late President McKinley spoke of when he was selecting the man to take the Governor Generalship of the Philippines. He sat at the table, with his cabinet about him, and he said to them, "Gentlemen, what we need for the Governor of the Philippines is a good man, a true man,—in fact, gentlemen, what we need is a perfect man." It was then that Secretary Hay stood up and said, "Mr. President, why they crucified him nineteen hundred years ago."

Interdependence of Man

But the elements that would enter into the character of which I speak are two; the first one is the recognition of our own individuality, and the second one is the conviction of our interdependency. It is true that we must live, we must love, we must respect, we must build ourselves up, but it is also true that we must live, love, respect and build up our fellowman. You are in your body and out of your body. You have your own individual duties, your own individual responsibilities, you are your own boss. That is what we are wont to say, but you are also interdependent; from the time that your dear, sainted mother went down into the valley of the shadow of death to bring you into existence to the time when the minister says, "Earth to earth, ashes to ashes, and dust to dust," are you dependent upon your fellowman.

Then, I say that, if we must live together, if we must work together (and we must, can't get out of that, we must in our own home, in our own town, in our own church), then why not live for one another? And my Rotary of tomorrow is going to be the true exemplification of the golden rule. Tomorrow will be a wonderful day in Rotary, if we follow the direct lines which we have been practicing. A wonderful in-

fluence will be out in the world which will lift the old world up higher than ever before.

You remember the legend of the angels who came to the good old man and said to him, "You are such a good man we would like to do something for you. What would you like to have us do?" The old man said, "Well, I don't know. I guess I would like to have the power of doing more good and not knowing it." So it was decreed by the angels that whenever the man's shadow fell behind him, it would have a healing influence in it, and it was noted ever after that the men, women and children were found on the streets walking to and fro in the shadow of the old man as he walked along the streets, and being healed of their diseases. The main fact that struck me was that if the man's shadow was behind him, he had to be facing what?

ONE OF THE BOY SCOUTS: The light!

MR. KING: That is it, he had to be facing the light.

I want to say to you that there is the philosophy and the philanthropy of which I am speaking.

Universality of Rotary

Hastily, I want to call your attention to Rotary's universality. I mean, that tomorrow Rotary will know no distinction of creed, of party, or of sect. I want to say that she will have nothing to do with whatever separates or divides, with political policies, with social schemes, with devious devices for the promotion of human welfare, but her business will be to make men, make men!

She has the opportunity thrust upon her at this very time, while we are in this great crisis, when there is such a stern demand for men, and I believe we will have them; I believe that as from the log cabins many years ago there came out men who had the vision, who answered the call, and who were inspired by God, so out of these more refined environments of this most marvelous day and this most wonderful age there will come men who will have the same vigor, inspired by the same God to go out to accomplish the same great victories.

And it must be so, for if America fails in her great fight for humanity, it will be the greatest catastrophe of history. If she wins, then it will mean America's immortality.

There will be no slacker in the Rotary of tomorrow. We will not listen to the man who feels that the whole thing in life is to live—

*We justify no shift
And trick to treason high.
A little vote for a little gold,
To a whole senate bought and sold
By this self-evident reply:
"A man must live!"*

*But is it so? Pray tell me why
Life at such cost you have to buy?
In what religion were you told:
"A man must live!"*

*There are times when a man must die!
Imagine! Imagine for a battle cry
From soldiers with a gun to hold,
From soldiers with a flag unrolled
This coward's whine, this liar's lie:
"A man must live!"*

Oh, I like to recall Edwin Markham's description of old Ivan on Moscow's tower as he looked down and out on that cold stormy night and saw that poor old beggar creeping along down in the snow. Ivan comes down out of the tower, takes off his great cloak, puts it over the shoulders of the beggar, saying, "If he stays here all night he will die of exposure." He goes back into the tower and that night himself dies of exposure but during his dying moments he has a vision and he hears these words: "Inasmuch as ye did it unto one of the least of these, my brethren, ye did it unto me."

Brethren, I crave for the Rotary of tomorrow just that vision. I pray that as the years go by, there shall come into our being and our fiber such wonderful love of humanity that we will be willing to lay down our lives and say to ourselves, "There are times when a man must die."

Tomorrow's Rotarian an Idealist

I want to call your attention to just two or three things. My Rotarian of tomorrow will be an idealist. His code of life will be one of absolutely correct practices and high standards. His ideals will not be mere aspirations or ambitions or fantasies or dreams, but they will be the working models for his own life. In fact, his ideals and his practices will be one and indivisible.

My Rotarian of tomorrow will be an optimist. You know what an optimist is, the man who takes the most hopeful view of things. Oh, Brother Pidgeon and all of you fellows from Canada, I had my heart wonderfully enlarged when I was up in Vancouver some time ago when I heard as many Canadians as there are sitting along in that section get up and sing that song—

*Keep the home fires burning,
Till the Boys come Home.*

I said to myself as I looked around and saw nearly every other lady with crape on her arm or on her hat and every man a man in uniform or a very old man or a cripple sent back home, I said, "O God! Give the American nation such optimism as these Canadian people have."

My Rotarian of tomorrow will keep within his own breast and under his own waistcoat his own sorrows and he will go into every society, every church, every organization and every meeting of Rotary with the same face that he uses when he stands up before the photographer to have his picture taken.

My Rotarian of tomorrow will be an enthusiast. But his enthusiasm will be based upon the fact and it will be controlled by good will; it will be governed by honor and integrity, by honesty and sincerity, by virtue and convictions, by reverence and religion. And, my brethren, if you will allow those few little things to govern your enthusiasm you will never hurt anybody. I want that enthusiasm, however, to go almost beyond bounds. I want it to go as this little story I am going to tell to you now, of the minister who described the parting of the soul from the human body.

Now I hear that all the time; that's my business, to sit and listen to the preachers tell what good men these were who have just died and gone away. This minister was describing the departure of this soul from the human body. He said briefly, "This soul came out of this body into the room. It went out through the ceiling of the house, out into the air of God. It went on, on, up beyond the stars. It went on, on, up beyond the moon. It went on, on, beyond the sun. It went on, on, beyond the—whoops!"

Brothers, we are going out of the victory of the present into the great battle of the future. Oh, we will not forget, as we go out into these great battles, the leaders of the past. What is more cruel than to be forgotten? The mariner waves his farewell kiss with a "Remember me!" The soldier writes in his own blood, "Remember me!" Our Lord left a memorial in which he said, "This do in remembrance of me."

And so as the Rotary of today launches out into the Rotary of tomorrow, into the great battles, the greatest battles that have ever faced any human being, we will not forget the leaders of the past. Oh, will we ever forget Paul Harris? Will we ever forget Glenn Mead? Will we ever forget Russ Greiner? Frank Mulholland? Allen Albert? Arch Klumph? Will we ever forget Ches Perry? Will we ever forget our old watchdog Chapin?

We will unite around them and sing "Blest Be the Tie That Binds," and I want to say now to these who have been our leaders, that as we go out into this battle we are going to recognize the great field of Rotary as the great battlefield, with every individual Rotarian a soldier and under marching orders, the command "Follow the crimson banner of the Crucified One who leads the way against Satan's black flag and all the thundering artillery of hell."

Do we know the full plan of campaign? No! The plan is hidden in the hands of the Infinite; our commission is to fight, fight the good fight of faith. In Him we can trust, and when the last mighty shout arises from the ramparts of the New Jerusalem and the multitudes take up the paean and the echoes go thundering out to the utmost confines of space, then our voices will swell the victor's song—Rotary, conqueror at last.

Light on Russian Trade Opportunities

The new Russian government has established an information bureau in connection with the work of the American-Russian Chamber of Commerce, Woolworth Building, New York City. The purpose is to furnish American manufacturers and other business men with accurate information relative to industrial, commercial and financial conditions in Russia. A part of the work of this Chamber is the publication of a handbook of information about business conditions in America and Russia. It is printed in the Russian language. Included in the handbook is a classified trade directory of American firms and their products. No charge is made for listing these names. The American-Russian Chamber of Commerce has issued a warning to American business men that many individuals and organizations are attempting to capitalize the general interest in Russia for their own benefit and in some cases to the detriment of American business interests. The point is made that attempts to organize information bureaus and publish directories is a duplication of work being done under the sanction of the Russian government.

Community Service by Rotarians

By Allen D. Albert

Rotarian Albert, in this address to the Atlanta Convention, presented the conclusions as to community service by Rotarians, reached by the Special Assembly on Community Work, over which he presided

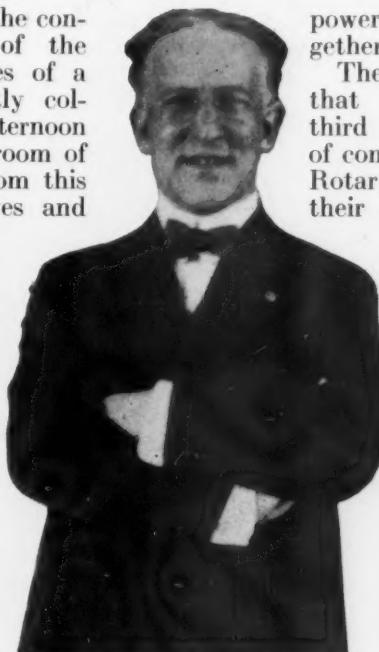
GENTLEMEN of the convention: One of the happy experiences of a busy and brightly colored life was the Monday afternoon we spent in the assembly room of a hotel about a block from this building, devoting ourselves and our time to a discussion of the relation of Rotary to community service.

Most of you have been brought, thru contact and thru meditation, to the apparent dividing of the ways concerning the relation of Rotary as an institution to definite causes for the public welfare in the home city.

As Rotary has revealed her distinctive quality and character, she has come more and more to occupy herself with the development of the unit. In the judgment of him who first held the office of international president, the great ultimate beyond us of Rotary is the concentration of all our Rotary spirit upon the development of the individual Rotarian into larger and more beautiful capability for service.

For the present, however, I think I may say, in his behalf, and certainly in my own, that there is a definite appeal that the potentiality of organized Rotary shall not be altogether unused. This was in the mind of the distinguished president of this institution when he asked us, in the course of his impressive opening address, whether we would have him answer to Governor Cox, of Ohio, that Rotary, occupying herself chiefly with the unit, could not, therefore, undertake some definite service to the state.

What is the answer? How far can we go? Is there a proper demarcation of the field in which Rotary as an institution may make use of her influence and of the massed



Allen D. Albert of Chicago, Past President, International Association of Rotary Clubs

power of her men brought together in effective organization?

The conference in the hotel that afternoon spent about a third of its time hearing reports of community service rendered by Rotary clubs thru the agency of their club organizations. These statements covered a wide range. Clubs had done everything but establish old ladies' homes.

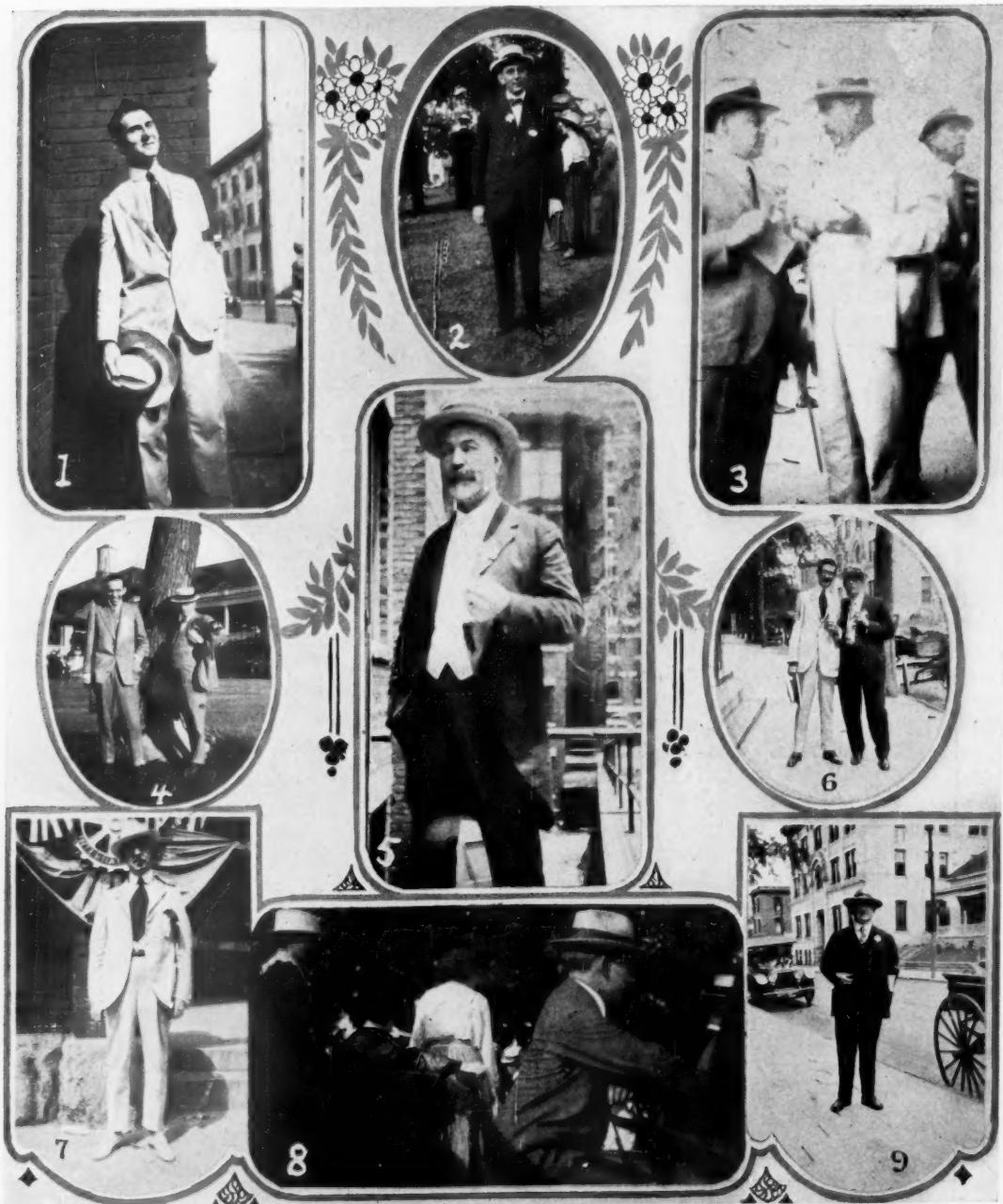
There are miles of good roads, there are more than one of great bridges, there are scores of real charities, there are literally hundreds of young boys whose lives have been bettered, as a contribution to the great range of effective service rendered by Rotary clubs as organizations.

Why not give encouragement to this? The deliberations of that afternoon brought most of us into a clearer understanding of the answer to that question than we had had before. In the spirit of entire candor which should mark every man who speaks to any Rotary assembly, I will say that in one respect the finding had something of the character of disappointment for me. That is to say, my judgment is so at one with that of the President Emeritus in this matter that I wish we might have recognized then the larger service we can render thru making strong the individual in Rotary and the concentration of our efforts upon our distinctive Rotary task.

Individual Development

In newspaper work, the editor shortly learns the costly mistake of carrying the torch so far ahead that the great company of the marchers are in the shadow. Therefore the report I bring to you is one unclouded or unshadowed by the slightest regret for the progress recorded—which is im-

BULL'S-EYES MADE BY THE CAMERA AT ATLANTA



1—Kendall Weisiger of Atlanta, looking pleased about the good weather. 2—Amos E. Ayres of Sioux Falls, governor-elect of Tenth District. 3—District Governor Stewart McFarland of Pittsburgh and former District Governor Dave Sites of Roanoke. 4—President Dupuy and Secretary Hostetter (leaning against tree) of Des Moines. 5—Dr. Jas. A. MacDonald of Toronto, "caught" just after delivering his great address on "Service—A World Force." 6—Bert Adams of Atlanta (left) and Bill Gettinger of New York in front of convention hall. 7—President Harry A. Wilkie of Chicago. 8—International Secretary Perry in the speakers' stand at Sunday afternoon open-air meeting. 9—Guy Gundaker of Philadelphia, in front of hall waiting for "My Ann" (Mrs. Gundaker). (Photos by John Knutson, Bill Graham and Phil Kellar.)

measurably beyond that reported from any preceding convention.

Rotary is almost alone among all the organizations I know in her purpose not to require the entire subversion and submergence of the individual, but to build him into a larger independence.

The problem of sovereignty, to which some of you have heard me make reference, is the problem of divided allegiance. Shall the citizen give more of his time to his children? If so, how then can he give time to all the agencies which have been consuming it before? The church demands an unswerving allegiance. The state requires that he put everything aside on its demand. If we listen to all these calls and contemplate the multiplication of such organizations, we are driven to the conclusion that the poor citizen must lie awake all night rendering service to one or another of the bodies newly created or forget old responsibilities, tested and proven.

Rotary does not demand from the Rotarian this exacting and entire submergence or subservience. Rotary undertakes, on the contrary, to provide him with such distinctive liberty and contribute to him such new elements of distinctive strength that he may grow into a larger freedom, a larger independence, a larger personality, and in the end, in God's name, let us pray, a larger soul.

Temptations to Specific Services

Now, an organization founded with such a purpose is tempted, when men propose that this whole company shall devote itself to the achievement of results thru organization. Thru the years of service which you have made possible to me, I have been greatly impressed with the developing judgment among the men who have borne the responsibility of the color guard in Rotary; that if it be true, as it is true, that the thousands of our members have an unlimited authority if they but exercise it for good, it is no less true that they have an unlimited portent for bad if they exercise it for bad.

Then the great possibilities, the things so easily done, the appeals so plausible, so difficult to answer, so disheartening to refuse, threaten, in my judgment, the very life of the institution unless they are answered courageously and correctly.

Do you not remember the agitation in

the South that some action should be taken to preserve the market value of the cotton crop, and can you not understand how men from the North yearned to serve their brothers of the Southern States? Do you not remember the need for legislation from the American Congress to protect the citrus fruit industry, and no doubt you felt, as did those who were members of the International Board, that it would be a glorious thing to bring to bear such pressure upon Congress as to prevent the waste of a new and promising branch of our commerce.

But to have yielded to either of those appeals would have been to betray our trust, as men charged with the responsibilities of leading in Rotary. And why? Why would it not be a glorious thing if in every country represented in International Rotary, the whole company of the clubs might unite their influence to compel of their legislative bodies forward legislation? Why not?

Exceptions to General Rule

For the reason that such power has never yet been administered by God's children for unselfish purposes exclusively. The temptation to misuse it is too great, the pressure upon the leader too strong, his incapability to see clearly is too plain, the certainty too clear that if today he rescue the citrus tree and tomorrow he help to save the cotton crop, and another year build highways back and forth across continents, that in the year following, some course of plausible reasoning will carry him into a cause inflicting injury upon the community, not good. The very day some succeeding Board shall yield, which God forebend, to the opportunity to make practical and tangible demonstration of the authoritative power of the clubs of Rotary, organized distinctively as they are, that very day begins the steady death of Rotary.

Does that mean that the Rotary club cannot now render definite community service? Emphatically no! It means no such thing, for it is apparent indeed that we must accept the finding of the Assembly of Monday afternoon as meaning something very different.

I have myself set down and have made specific to many of clubs here represented the particular exceptions to the general reasoning which have made appeal to me.

For example, as believers in efficiency, I

have come to understand that Rotary dare not enter another field where an organization is already at work, and that there are fields in which there is room for only one such organization, and that the interests represented by that organization and in its keeping are so precious as to entitle that organization to all the power of Rotary exercised individually and collectively.

For example, every city here represented may be presumed to possess a commercial organization. It is essential to the usefulness of that organization that it shall represent all the commercial and civic interests of the community. Into this company marches Rotary. Shall Rotary be the only one to stand back? Shall Rotary, the teacher of efficiency in the individual, inhibit it for the city? Oh, no, the function of Rotary is to require the individual to set to all the rest of the community the example of one hundred point fidelity to the commercial club. And when that example has been set and further help is required that the institution may lift itself up into its larger capabilities, then it may be Rotary will be required to move into the commercial club as an organization and make its endorsement manifest to the people.

Support for Organized Charity

Another such situation is presented by the organized charities. For nothing could be plainer than this, that the charities of a community are best administered without conflict, without duplication, without competition. There is but one kind of charity to him who reads that beautiful declaration of St. Paul with vision, with intelligence, with common sense. It is the charity that lifts up the unfortunates rather than making mendicants of them where they are. That kind of charity in America is taught most effectively and wrought most effectively thru the organizations or the associations of charity. From such bodies, then, come appeals which Rotary cannot for her life neglect.

There are, indeed, other exceptions to the rule, in my judgment. The first is the case desperate for time or size. No mind can comprehend the war. No mind can comprehend a million, hardly any mind can comprehend ten thousand. When it was said that thousands of men present themselves for treatment at the Allies' hospitals every day, there is no person who

heard the eloquent addresses of yesterday who really understands.

The work of the Red Cross is thus desperate in size. It is justified in demanding the service of the Rotary club as an organization, and to it Rotary can give all the support of which she is capable without fear of losing her distinctive character.

So, with a work like that of the boy scouts. How interesting it has been to note the efficiency of these lads here. They have been given two qualities for a long time missing in the training of the average child—discipline and continuity. Now, the boy scout movement, like nearly every social movement, has no dimensions beyond the personalities of its leaders. How I wish there were time to enlarge that statement! But it is true of this admirable institution represented in the building across the street, the Y. M. C. A., as of the boy scouts, that the movement never can be greater than the personality of the secretary or the scout master.

We have today a very particular need for the type of man who is competent to be a scout master, for he is particularly the kind of man first prompted to enlist for service in the uniform of his army; and scores of troops in the United States are bereft now of scout masters because of the appeal to a larger and more dramatic service. What a mistake it would be for us, as Rotarians, to decline to give attention to such a problem in such a situation, because we could not realize that the situation was desperate as to time and as to size.

Rotary and Cooperation

The last exception to my rule is an exception of very great concern. Some of you men represent cities in which there has been no teaching of the power of cooperation. You have not yourselves known the lesson until you learned it in Rotary. It has not yet been taught to the one hundredth part of the people of the city. I have in mind a particular community which lately sought to raise money for a cause altogether worthy, and in this community it was interesting to note that even those who enlisted for service did not comprehend that they must all conform their effort to one plan. Indeed, as good a thing as Rotary can teach in every community is this, that the beginning of cooperation is the yielding of something of your own opinion.

Bearing in mind now, these five exceptions to the rule and remembering that the rule is only now put into words and has not yet become the accepted approved and fixed order of Rotary, let me report to you the resolutions which were brought forward as conforming with our ideal of the development of the individual and yet permitting the club a certain field of active service.

These resolutions were reported out of the Assembly upon Rotary and Community Affairs and were adopted here yesterday by a great congregation of men not many of whom had the slightest adequate idea of their significance. They were:

Resolved, By the Eighth Annual Convention of Rotary Clubs that Rotary clubs should continuously survey the field of community life in order to ascertain community needs. Whenever organizations already in existence can satisfactorily perform such work, they should be encouraged to serve as media to accomplish the desired ends: and be it further

Resolved, That when such existing institutions need strengthening, in order to be thoroughly efficient, the Rotarians as individuals, or through their club activities, should give such aid and encouragement as is necessary to make the existing institutions efficient for such work: and be it further

Resolved, That as a general proposition, a Rotary Club, as a club, should do those community services that cannot be done so well by organizations or institutions already in existence if such bodies are developed to the proper degree of efficiency.

Rotary clubs should continuously survey the field of community life in order to ascertain community needs.

“Experts” Distract Efforts

Some day when it chances that I may visit your club and you, I shall deliver an address upon that one sentence alone. I sometimes have said that a man with a pair of tortoise rimmed glasses and an actor's manner and the ability to pay a bill at a leading hotel, could pass himself off as an expert upon most of the clubs of my acquaintance from one corner of the continent to the other.

These “experts” come and go and they present to us appeals for particular community causes and we Rotarians, practical men, careful, thoughtful, watchful, endorse them with a wild hurrah only to discover on inquiry that we have diverted from a great cause to a little community, interest and support indispensable to the life of the great cause.

Whenever organizations already in existence can satisfactorily perform such work they should be encouraged to serve as media to accomplish the desired ends.

We will assume a case. Here is a home for unfortunate girls. It is down in the heel, its roof is full of holes, there is no money to hire a matron, the young woman

that serves is a housekeeper and it is gravely proposed, because of some one's address to the Rotary club of my own city, that Rotary shall undertake to finance a new institution which shall be worthy of the consecration represented in that home.

There is no man present with anything of sportsmanship—not to say a sense of efficiency—who will not arise and protest: “These people that have borne the burden of this cause thru many years are entitled now to see their labors fructify in success, and this club, rather than establish a new home, will give support to make the old one worthy of its dedication.”

Or as Rotarians shall it be said that we duplicate equipment, that we duplicate service, that we duplicate effort in a time when the involutions and involvements of life have made it so complex that no man here can quite keep track of them?

But, continuing the resolution:

When such existing institutions need strengthening in order to be thoroughly efficient, the Rotarians as individuals or through their club activities should give such aid and encouragement as is necessary to make the existing institutions efficient for such work.

There is no man present who has not in his own town observed one of the most striking of our present social phenomenon: that in the city where the commercial club is weakest there exists the largest proportion of expert critics. In city after city have I observed scores of men who knew what was wrong with their Chamber of Commerce but there seemed to be no one, knowing, who was willing to enter into it and help correct the wrong.

Mandate of Rotary to Clubs

As Rotarians, our responsibility is to exhaust all the resourcefulness of constructive criticism from the inside before we venture upon destructive and antagonistic criticism from the outside.

As a general proposition a Rotary club as a club should do those community services that cannot be done so well by organizations or institutions already in existence, if such bodies are developed to the proper degree of efficiency.

Here, then, is the mandate which you have issued to all of the clubs lifting the banner of Rotary: That they shall continuously survey the field of community life; that they shall give encouragement to organizations already in existence to meet the needs of community life; that they shall have Rotary re-

sponsibility not only to set the example of faithful service but to enter into these organizations as citizens and build new efficiency in them; that as a club they shall engage upon activities only in fields where the service cannot in honor be so well performed by another organization.

Is this now the end? It is, I believe, hardly more than the beginning. This hall has rung with an eloquent appeal that every one of us in United States Rotary should render some service in time of war.

Your Board has been diligent in studying that problem. Yet you are going home, unless I quite mistake the state of your understanding, with only the vaguest and most nebulous comprehension of the need which you are to meet.

What is it your Board would have you to do? And how shall you work it, as individuals or as Rotarians organized?

Foods for the Nations

The Board would have you take up as individuals the problem of food for the nations of the world.

Food is of many kinds. There is food for the body for which you, as the unit, are to render watchful service. You are to help in the development of gardens; you are to help in the enactment of legislation adequate to prevent the manipulation of prices; you are to help in opening new tillable areas; you are to help in maintaining storage warehouses for the public need. You are to meet every demand upon you in your character as a citizen that the food supplies of the world shall be increased thru your individual influence.

Beyond that there is food for the mind. You are to serve definitely in this field by preventing the extravagances, the hysteria of unwise economy. To this the Board directed its particular attention some months ago with, "Keep Business Normal." No one can keep business normal if you are willing to destroy it, nor can any public opinion resist the Rotarian if, as the ambassador of the ideals of Rotary back to his craft, the Rotarian is earnest in his will to avert panic.

You are to prevent the extravagances of the mind that are represented in unwise economies. As was said at another meeting, "Let us economize first where it hurts us mainly."

If it be proposed that we stop buying

flowers, will it be economics that drives the florist into bankruptcy? If it be economy that we make last year's automobile serve instead of this year's automobile, will it be economics that turns from the light of success into the depths of failure score after score of automobile agents in score after score of Rotary clubs?

Shall it be a crippled America that helps in the World War, or a normal, strong, courageous, confident America that helps?

Furthermore, you are to provide food for the mind definitely, as individuals and as clubs, for the thousands, for the millions, of boys, of lads, of children in the perspective of our life, who are to march forward to do the fighting that the cause of liberty may not die.

It is calculated, and I do not accept it as true, that the battle of Gettysburg was fought and won and lost by boys of an average age less than nineteen. But this much certainly is true, that the World War will be fought and lost and won by boys of an average age so young that they could not, many of them, have established themselves as master workmen in any of the professions.

Food for Mind and Spirit

For them Rotary makes the appeal that you will provide food for the mind in magazines, in books, in newspapers, in games, in out-of-door play, that the camp may not require the soldier, thru idleness, to accept any occupation which happens to be next to his hand. Translated, that means that the club which you represent must, within a month of your return to them from this convention, give something more than lip support to the effort of the Young Men's Christian Association to give wholesomeness of recreation into the lives of the soldiers carrying these flags.

But there is another kind of food still—food for the spirit. In His mercy, God has carried us past the day when a man need apologize for talking of things of the spirit to a community of business men.

Do you recognize the enormous and potential significance of the election which today was consummated in Rotary? Do you appreciate that thruout the world will go the news that a company representing every worthy profession and craft has elected as its leader this year God's man, the wearer of His badge and the speaker

of His truth? To a company which knowingly and avowedly has made that choice I need not enlarge upon the justification for speaking of things spiritual.

What are "things spiritual"? They are wholesomeness exprest. The boy in the camp subject to a thousand temptations the man outside the camp does not understand is fighting an awfully uphill game to win for wholesomeness.

What would you think if you knew that in the camps of the United States the leaders, being the men oldest in the service, are almost invariably men who have been content to waste their lives? I use the word carefully, cautiously, but earnestly. They have been content to waste their lives lolling around barracks in times of peace, professional soldiers, not even candidates for commissions, and such men, as a class, constitute an unworthy leadership for the sons of the Rotarian of today. They assert themselves loudly—the stories that might be related of them pouring out the filthy lewdness of their natures for your sons and mine to hear are in this presence unnecessary.

Keeping Young Soldiers Clean

These boys are to have spiritual food if Rotary can give it them, and if Rotary do not give it them, then I protest that in an era of sacrifice, of world trial, of crisis of freedom, the professions of representative business men organized under a banner of ideals are mouthing hypocrisies!

There will be some division of opinion amongst us. For, curious as it may seem, one of the most complicated of social problems is the only one in my study upon which every man of my acquaintance thinks himself an expert. It has been told me since I reached Atlanta that in the Rotary club of more than one city there is difference of opinion as to the wisdom of keeping clean the bodies and thru cleanliness of body keeping clean the souls of our soldiers.

The answer need not be in terms of speculation or theory. Let the answer come in terms of experience. For upon the Mexican Border soldiers of both armies, the regular and the volunteer, have proven to the world the feasibility of the one and the damnable hypocrisy of the other of the two contentions.

Of six camps, four were administered by "experts in regulation." Every month,

out of every one hundred boys seventeen certified themselves as immoral. Two were administered by men willing to take the judgment of the army surgeon that decency and patriotism were not incompatible. In one of these two camps, every month four boys wrote themselves down as victims; in the other less than one.

Let the believer in "regulation" stand up against this record if he dare. But he dare not! For, in the apt words of an editor so obfuscated that he does not believe temptation can be overcome and character developed thru the overcoming of temptation, "in every debate upon this question, all the advantage is with the moralist."

Advantage With the Moralist

The advantage is with the moralist because he speaks the great teachings of purity of life and would fight for them, because of the after years awaiting the boy in the army and the girl to marry whom that boy looks forward happily to his return.

Here, then, is task enough for Rotary in the time of the war. Here, then, is field enough in community service in a time of great test and struggle and proof—that we shall leave this hall consecrated, devoted, humble in the sight of the need to give food to a battling world—food to keep the body strong, food to keep the mind clean, food to keep the spirit pure. Let him who bears this consecration question if he will, the world will know that in the time of the world's greatest need one of the new agencies for good has found a means of greatest service.

What One Club Has Done

The Rotary Club of Okmulgee, working with the Chamber of Commerce, secured a sanitary survey of the county by the United States Public Health Service. The survey developed the fact that there were 2,000 cases of disease preventable thru sanitation.

The immediate result of the survey was a petition for a \$500,000 bond issue for sewer extensions and water purification; the passage of a city ordinance installing in each home a fly-proof sanitary toilet in unsewered sections; the securing of a full time county health officer with assistants, nurses and a laboratory; the inauguration of a fly-killing campaign; the compulsory report of all infectious or contagious diseases and the proper quarantining of them.

It is expected that this year will show a great decrease in the death rate and a larger decrease in the sick rate. The sanitation campaign has been carried to all parts of the county, including the farms.

Rotary's Program of Education

By Allen D. Albert and Guy Gundaker

Dr. Hugh P. Baker of Syracuse, chairman of the Committee on Philosophy and Education, was prevented, by a sudden breakdown, from preparing his report to the Atlanta Convention. Allen Albert and Guy Gundaker were appealed to, and each prepared a report.

The recommendations in these reports were approved by the Atlanta Convention and adopted as Rotary's program of education

Presented by Allen D. Albert

To the Delegates to the Eighth Annual Convention of the International Association of Rotary Clubs, Atlanta, Georgia, June 17-21, 1917:

Gentlemen:

From President Klumph there came to this committee at the beginning of the Rotary year, a definite and illuminating outline of work to do. The substance of his statement was:

1. That further development of the philosophy of Rotary should wait upon a more general understanding of the Rotary of today.
2. That present members of Rotary clubs should everywhere be brought nearer to a realization of the purposes, principles and ideals of Rotary.
3. That the four educational pamphlets, written by this committee of last year, together with other Rotary documents, provided a sufficient basis for a general teaching of Rotary to Rotarians.
4. That the urgent task for the Committee on Philosophy and Education this year lay in the development and forwarding of a program to bring the members to this realization of Rotary; and that the chief factors in that program should be special addresses to the clubs and discussions by club members, a more attentive reading of THE ROTARIAN, the exchange of effective expositors of Rotary among the clubs, and a coordinated movement among the district governors to stimulate club activity in this interest, particularly at the district conferences.

A sequence of misfortunes has obstructed the efforts of the committee to fulfill this program. The chairman has suffered a nervous collapse. One of the senior members in point of Rotary experience and

personal leadership has only now recovered from a long illness.

The work went on, nevertheless. Members of the committee contributed when they could. But the results are mainly a single illustration of the efficiency of the Rotary International organization in the year now ending.

A Roster of Speakers

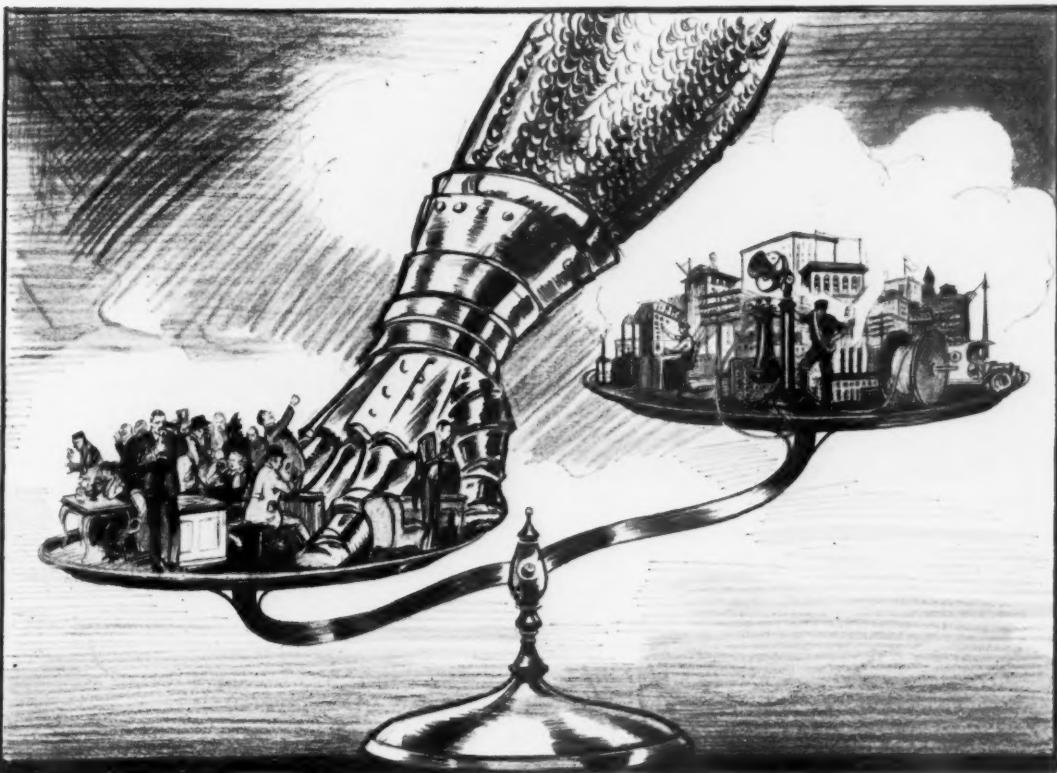
First: A roster was compiled of available speakers. President Klumph wrote to every club and asked the names of a few of the club's more competent exponents of Rotary. The replies were arranged into a register and the register was supplied to each club; and each club was requested to use speakers from it whenever possible.

Second: A closer reading of THE ROTARIAN was urged. The club president was requested to study the table of contents of each issue of the magazine, to select articles which promised to have particular appeal to his fellow members, and to call the attention of the club to such articles by emphasizing either the subject-matter or the writer.

Third: A request went to each club president asking him to designate six men to discuss in his club the six objects of Rotary as defined in the standard local constitution.

Fourth: A series of twenty-minute sketches was planned for use as programs for club meetings. They were to have whatever form the talents of the authors might determine; but the range was to include chalk talks, primers, dialogues, and dramatic skits and they were to give the charm of pure entertainment to the demonstration of Rotary principle.

This was the work in which the Inter-



The Weight of War

The heavy hand of war has disturbed the balance between supply and demand the world over. Our problem of serving the public has all at once assumed a new and weightier aspect.

Extraordinary demands on telephone service by the Government have been made and are being met. Equipment must be provided for the great training camps, the coast-defense stations must be linked together by means of communication, and the facilities perfected to put the Government in touch with the entire country at a moment's notice.

In planning for additions to the plant of the Bell System for 1917, one hundred and thirty millions of dollars were apportioned.

This is by far the largest program ever undertaken.

But the cost of raw materials has doubled in a year. Adequate supplies of copper, lead, wire, steel and other essentials of new equipment are becoming harder to get at any price, for the demands of war must be met.

Under the pressure of business incident to war, the telephone-using public must co-operate in order that our new plans to meet the extraordinary growth in telephone stations and traffic may be made adequate.

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national president had most interest and to which the chairman of the committee gave most of his enthusiasm and time. An admirable beginning was made before the breakdown of the chairman. In the judgment of his fellow committeemen, the hope is warranted that this method of demonstrating Rotary may become one of the most popular and effective at our command.

Fifth: The "Talking Knowledge of Rotary" booklet, containing four educational pamphlets prepared by Chairman Gundaker of this committee in the preceding year, was called to the special attention of the club presidents and each district governor was requested to make the pamphlets the subject of discussion at the district conferences.

It was the belief of the president and other International officers, as it is the belief of every member of this committee, that these pamphlets answer many of the questions which are asked most often by Rotarians, that they alone will serve to conform the understanding of individual Rotarians upon many subjects, and that club officers should all develop the habit of referring to these pamphlets before advancing independent speculations or forwarding inquiries to other officers.

A History of Rotary

Sixth: A brief history of the founding and growth of Rotary was prepared in the office of the International secretary and a copy was provided each speaker upon the register. This single compilation supplies specific information and dates in such fullness as to enable every such speaker to present the story of the Rotary movement confidently and accurately.

Seventh: A glossary of Rotary facts and phrases was compiled for use by the secretary's staff at International Headquarters. This is a compact work of reference and may be expected to expand as Rotary expands. Provision has not yet been made for publishing or distributing this work, though copies have been furnished to the members of the International board and certain members of this committee. The committee suggests to the committee of the new year that this glossary be the subject of particular planning to the end that a single work of reference may come into general use as soon as prudence will permit.

Eighth: The International officers have rendered to Rotary this year a service even more striking than that of earlier years by traveling extensively and speaking to a number of clubs greater in total than in any earlier year. The president has gone to the four corners of the continent, and overseas to Cuba. His associates of the board have traveled more widely than the members of any earlier board.

Most of the district governors have visited most of the clubs under their authority. Governor Stewart C. McFarland, of the Third District, has earned particular recognition for a series of district activities more comprehensive in scope and operation, we think, than those of any other district since Rotary adopted these subdivisions. Nearly all the governors, however, have done excellently well and their combined service makes it clear that the task of standardizing Rotary among its members can be furthered by them exactly as they fit themselves into the general plan prepared at headquarters.

Ninth: Each new member has been informed of Rotary this year, as in earlier years, by a personal communication from headquarters. This has the form of a letter from the International secretary, welcoming him into the fellowship and supplying him with a series of studies as to Rotary. If the new member reads more than one of the enclosures, and there can be no doubt that often he does, he is soon acquainted with the tenets of Rotary philosophy. The thousands that have been thus initiated are as a class better fortified in their Rotary faith, the committee believes, than any other group of international membership.

Hardly a Beginning

These nine services have united, in the committee's judgment, in this result:

That in the year which closes with this convention Rotary has made greater progress toward a uniform interpretation of its principles than in any preceding year.

The committee makes this declaration freely in view of the fact that the greater part of the service performed has been the work of the International president, the International secretary, and their associates of the International organization.

Yet the committee realizes that all this is hardly more than a beginning. Rotary



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thought has been and is now in a state of fusion. With many members it is still inchoate. Not a few of our apparent differences are differences only of terms. Rotarians who speak of "helpfulness," or "increasing capability for service," or "the religion of business," are thinking of things fundamentally the same. Upon the foundation of service to others we all stand firmly. It is in the upraising of the superstructure that we have an unnecessary and hampering diversity of views.

Our conventions adjust and reconcile these differences. Scores of them have been eliminated at Duluth, Buffalo, Houston, San Francisco, and Cincinnati. But all Rotarians do not keep abreast of these settlements.

Until last year the proceedings of the conventions were not published in full. Now that they are published in full, the most optimistic of us can hardly believe they are read by a quarter of our total membership. The attendance upon the sessions of the convention has never reached one member in five of our Rotary enrollment.

The situation has not been understood by the officers of the separate clubs. It is beyond belief that if they had understood it they would have been satisfied with the reports of convention proceedings made by their delegates to other conventions, or that they could have failed in so many respects to cooperate in the program of this committee. Yet these same club officers have only to look into any one of the club problems to perceive that almost invariably it is an outgrowth of Rotary miscomprehended.

Duties of Club Officers

The committee records as its firm conviction—

That if the understanding of Rotary is ever to be made approximately uniform among the mass of Rotarians it must be through the assertive and sympathetic cooperation of the officers of the several clubs.

With the help of the club president and secretary, progress may easily enough be made with such a program as that formulated this year. Without such help such a program is certain to make headway slowly, if at all.

Club directors who desire to serve Rotary could hardly do better than to set aside their first meeting of each year for the

reading aloud of some accepted outline of Rotary. Certainly copies of the "Talking Knowledge of Rotary" booklet, of the International and standard local constitutions, and of the proceedings of the latest International Convention should be under the hand of the chairman at every meeting of the club.

Club officers may set for their clubs the fine example of reading THE ROTARIAN and encouraging discussion of its articles at club sessions. Those who read the magazine not only find it of unusual interest from many sides, but increase thereby their own helpfulness to others in Rotary.

Beyond these recommendations in the judgment of the committee the outstanding needs for a level interpretation of Rotary by the great body of our members are four—

1. That Rotarians who attend the International Conventions shall accept their particular responsibility in behalf of a uniform understanding of Rotary as revealed at the conventions.

2. That there shall be a general exchange of speakers among the clubs.

3. That every club of the International Association shall be visited twice every year by some representative of the International Association for the purpose of keeping that club in key with the spirit of Rotary.

4. That not less than one meeting of each club out of four shall be allotted to the discussion of Rotary and kindred themes and that each of the clubs contribute of its skill to give to such programs in all Rotary the charm of distinctive entertainment.

Presented by Guy Gundaker

President Klumph, in introducing Guy Gundaker and explaining how it happened that there were two reports from two chairmen of the Committee on Philosophy and Education, said: "We are breaking a lot of records at this convention, and this is the first time that the report of the committee on philosophy and education has been twinned."

From the time a baby speaks its first words, it constantly grows in ability to use language as the expression of its thought. In his twelfth year, the child's knowledge of language far exceeds his mental capacity in other directions. His ability to use language would seem to indicate that he possesses a considerable knowledge in that particular. Educational authorities, however, recognize that this

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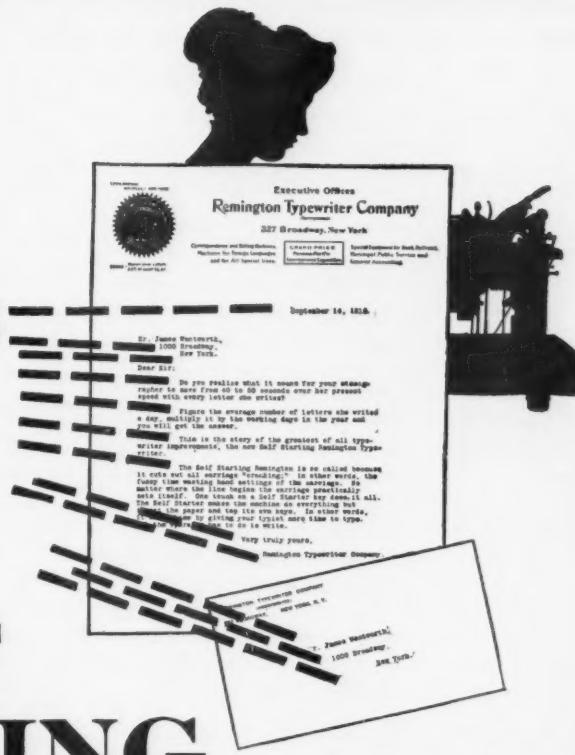
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readiness to speak and write does not demonstrate that the child is adequately learned in language, so he now starts a formal study of the grammar of the language.

This illustration of the change from active use of language and facility in expression into a studied understanding of the principles involved, the proper appreciation of the dependent parts, and the steps leading to higher developments, strikingly illustrates the facts in the evolution of Rotary.

We are now in the grammar stage of Rotary—the stage wherein Rotary must be seriously and deliberately studied. Since the future success of Rotary depends on the degree in which Rotarians know the activities of Rotary, their relative value to the organization, and a purposeful carrying into practice of these activities, this present year's committee and our distinguished International president urged that each Rotarian study the four Educational Pamphlets issued by the International Association under the title of "A Talking Knowledge of Rotary."

Pamphlets Answer Questions

There are few questions which arise either for the individual member or the club, which are not covered in the Educational Pamphlets. Some questions may not find complete answers, but the guide to action, or the principles which should determine action, are quite fully set down. The Pamphlets are a summary of that which has been thought and said on Rotary during the first twelve years of its existence. They state those thoughts to which general approval had given a right to continued existence.

As regards the method of teaching "The Talking Knowledge of Rotary," the prime requisite for success is a right attitude of mind of the officers of the local club. If they have a strong belief in the necessity for the education of Rotarians in Rotary, they will readily devise a method of presentation to suit local conditions.

Many clubs have done wonders thru the manifested interest of their presidents, and the magnificent inspirations supplied by International President Klumph, in his tours thru the United States. As noticed before, where the club president is imbued with a desire to make Rotarians out of members of the Rotary club, the education is easy of accomplishment.

As regards the teaching of the Pamphlets: The reading of the text of the Educational Pamphlets with comments—quotations in the local club publications—questions and answers on selected portions—reference to the Pamphlets to solve questions which may arise—all these lead to interest, and to a fuller knowledge.

In all plans adopted there is the problem of reaching the absent or irregular attendants. The insufficiency of their knowledge of Rotary may account in a large measure for such absence or irregular attendance. The effort must be made to reach them. It may save them from expatriation.

The general publicity desired for Rotary among non-Rotarians and the dispelling of misapprehensions concerning its activities, cannot be overcome until all members of Rotary are sufficiently familiar with the general summary of Rotary contained in Pamphlet No. 1. It cannot be otherwise than mortifying for Rotarians to plead ignorance when asked questions concerning the principles, ideals, and practices of Rotary. Let every Rotarian within the hearing of this report dedicate himself to self-education in Rotary, and a mutual education of his fellow members.

It is an elemental fact, that all growth in knowledge proceeds from the known to the unknown, from the near to the far away, and that all progress is based upon a knowledge of the past. These truths are quoted as basic and explanatory of the discussions which follow.

Foundation Already Laid

* It has become current practice for many new Rotarians and new clubs, once they have secured an inkling of Rotary, to write voluminously on the subject. In this way miscellaneous conceptions and thoughts on Rotary have multiplied beyond number, many of which are reiterations, many of which have long since gone into the discard.

This year's committee urges that the four Educational Pamphlets, having received the approval of the delegates to the Cincinnati Convention, should be accepted as a foundation, which all clubs, new and old, should make familiar to every Rotarian; then with 30,000 men with the same fundamentals, the superstructure of Rotary will be built with wonderful results.



Champion

Toledo

Dependable
Spark Plugs



"Hand me that plug please—I want to see if it says 'Champion' on the porcelain."

"Hereafter when you buy plugs, make sure they always have 'Champion' on the *porcelain* as well as on the box."

Successful business men may spend money carelessly for pleasures, but they are cautious and exacting in such important purchases as spark plugs.

An inferior plug can completely handicap the performance of a costly machine — while Champion spark plugs make *any* priced car perform better.

There is no excuse for not getting maximum service from your motor, not if the plugs you buy say "Champion" on the porcelain.

**Champion Spark Plug
Company**

Toledo, Ohio



Let us use the "Talking Knowledge" as true and accepted facts, and build our new Rotary on them.

The committee does not presume that all of the knowledge contained in the Pamphlets will always be current as the complete expression of Rotary. In fact, certain evolutions in thought have already appeared, but our suggestion is that we should build on the foundations already laid, rather than start new foundations each time Rotary is discussed.

As briefly as possible review in your minds the thoughts of Rotary regarding the betterment activities for society.

The consensus of opinion has been that it is Rotary's province to train each of its members to be a better citizen, a better member of the chamber of commerce, a more loyal American, Briton, Canadian, or Cuban.

As a general rule, the manifestation of the Rotarian's interest in community service should result in his activity as an individual, or as a member of the chamber of commerce, rather than in concerted action in the name of the Rotary club. There are special instances, however, where service to the community demands that the Rotary club shall act collectively, but such action should take place only after the most careful prior consideration.

It is on this point of the Rotarian's activities for society that the present committee desires to offer an additional thought on the attitude of mind of Rotary towards community service, based on the fact that all of the countries represented in the International Association of Rotary Clubs are now involved in a world war.

Opportunity for Patriotic Service

Many necessities for service have arisen under the war, for which there were no fully developed organizations ready to deliver the service required. Day after day requests have been made by our respective governments for patriotic devotion, for the formulating of public sentiment, for the raising of funds, and for the conserving of our resources, and while citizens generally have shown their loyalty to the government authorities in furthering their desires, organized effort was needed to put the punch behind the various movements.

It was instantly recognized by your International President Klumph that Rotary was the one organization which was

prepared to render prompt and efficient service in a patriotic way. In the formation of public opinion, that which trade organizations could do for individual trades or professions, Rotary could do for many, owing to its widely diversified membership. Rotarians could lead or support public opinion thru a thousand ramifications of occupations.

In accomplishing this patriotic service, the Rotary club must be *active* as a *club*, irrespective of what Rotarians do in their individual capacities. This thought marks an evolution of Rotary's attitude of mind toward its service to society—an evolution made necessary by the existence of a war.

A.

As regards activities by the club as a whole, one large service stands preeminent. Rotarians must be moulders of public opinion. War conditions work toward excitement and general disorder. Rotary must sit on the lid of public clamor and spread right public opinion. Public opinion can be created along two lines—

1. Sound views on general business.
2. Correct attitudes of mind toward war time measures.

In creating public opinion on general business there are two phases which can be accomplished thru the various crafts represented in Rotary—

- (a) The continuance of high business standards during the war.
- (b) The cultivation of amicable relations between employers and employees, and the avoidance of strikes.

In war times, when orders are many, and the government, or the people generally are clamoring for supplies, there is a tendency in business men to be lax in the maintenance of correct business practice.

- (1) In resisting the impulse to substitute, and loosely interpret specification—
- (2) In preventing sharp practices by their employes, et cetera.

It is here that Rotary can step in, and by a carefully prepared educational campaign, seek to have its members and their trade and professional associations avoid that which is the natural concomitant of war times. The scandals attendant on governmental buying during the Spanish-American war illustrate how important this service can be made.

Come to Scenic America

A Cool Summer In Scenic America

The mountains, the forests and the seas call you to spend your holidays where the days are long, bright and sunny, yet cool; where you may learn of the spirit of the West; see its typical growing modern cities; enjoy its famed hospitality, and explore in comfort the most wonderful, diversified scenery in the world.

Would you smell the breath of the fragrant pines; whip the laughing streams for rainbow trout; climb mountains carpeted with wild flowers; motor over its splendid highways, through its incomparable scenery; enjoy golf on evergreen fairways; cruise in safe inland seas—WOULD YOU? Then spend your entire vacation in the

Pacific Northwest

Oregon—Washington—British Columbia

Here you'll find every outdoor sport and recreation; seven national parks and forest reserves; thousands of miles of scenic highways along the shores of the sea and the banks of mighty rivers; through the fruit-laden orchard valleys, and around snow-capped mountain peaks.

Bright, sunny days; cool nights; sound, restful sleep; renewed health; clear, pure water. Excellent hotels with every modern convenience.

Plan your trip today. Inquire of your nearest ticket office, and write the

Pacific Northwest Tourist Association
Olympia, Dept. G3 Wash.



You will be serving your advertisers if you will mention THE ROTARIAN when writing them.

B.

The strikes which have occurred in most of the countries at war should make all Rotarians thoughtful of the possible service they might render in their respective countries to prevent such occurrences or recurrences.

This can be accomplished by establishing the most cordial relations with their employes, and seeking to have other employers of the same craft do likewise.

The formation of public opinion on war time measures naturally falls under three headings—

1. The raising of funds by bond issues, or taxation.
2. The maintenance of calmness of mind.
3. General loyalty.

1.

The raising of funds in the different countries in which Rotary is located is a severe tax on the people, but such funds are the real sinews which will enable governments to prosecute their affairs to a successful conclusion. The loans which are brought forward in the various countries must receive the support of Rotarians, by the clubs acting as a unit. The work done for the present Liberty Loan of the United States is a striking example of Rotarians in service.

2.

Rotarians must become leaders toward a calm attitude of mind in the community in which they live. The one most fruitful cause of disorder in the countries at war is the presence of a large number of resident enemy aliens.

To illustrate, the United States has always gladly welcomed all nationalities to its shores. But now that the U. S. is at war, it is both right and proper that all such (exclusive of foreign representatives) who have been within the borders of the U. S. for 5 years or more and who are continuing to remain here, should declare their allegiance to the United States.

giance to the U. S. Public sentiment should suggest naturalization in a forceful way. The United States census report of 1910 shows that the resident enemy aliens exceed 4 million persons, including 964,000 males over 21 years of age. This is a large number of people to assimilate, but the firm measures inaugurated by President Wilson, combined with the active cooperation of patriotic citizens, will make this condition negligible as a factor in the war. Crises will arise from time to time, owing to differences between the people's opinion and that of the government, but the citizens, augmented by Rotary's service in fostering right public opinion, must stand steadfast, shoulder to shoulder, to see that no internal disorders interfere with the course of the war.

3.

There is no need for the committee to presume to urge Rotarians to be loyal to their country and their flag, in the BROAD sense of loyalty. The blue of Rotary's badge implies loyalty. Every Rotarian, whether he be American, Canadian, Briton, or Cuban, if he be a TRUE Rotarian, is LOYAL.

But, the freedom guaranteed to each of us by our respective forms of government gives such opportunity for diversity of views that we must guard ourselves in thought and action. Loyalty at this time of crisis must mean a mind untrammelled by prejudice, a forsaking of individual views for a national breadth of mind, a belief in the integrity of the government's position with reference to foreign affairs, and finally, an unqualified support to any plan promulgated by our respective governments. Rotary MUST do her part in a country-wide propaganda of LOYALTY which will erase hyphenism, pacifism, trade unionism, and all other "isms," and make Great Britain, Canada and the United States united nations working out the Hand of God in the world's progress.

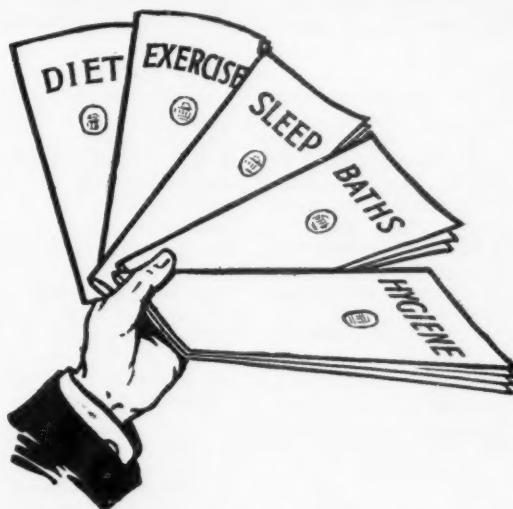
BUSINESS METHODS COMMITTEE REPORT

Robert F. Bowe, Chairman

THIS committee is authorized "to study and make public . . . modern, progressive and ethical methods and standards, for business and professional men in general and Rotarians in particular." In other words, to this committee is delegated the task of suggesting means by which we, as Rotarians,

can best place our business on a high basis, a basis that really stands for Service, so that both competitors and patrons will not fail to realize the high ideals for which Rotary stands.

With this in view, the present Rotary Code of Ethics for business men of all lines was adopted at San Francisco upon the recommendation of



Business Men's Health Library—FREE

Nothing takes the joy out of life like a headache—a cold—a spell of indigestion—or a bad case of constipation.

You've had them time and again—and you know that a man cannot do his best work; treat his friends right; or get the most out of living when he is sick.

You can easily live "above" these things by giving a little attention each day to the health-building principles outlined in the health Library—five condensed little booklets on vital health subjects. Health Self-Grading Charts come with them.

The books are free. Write for your copies now.

The Battle Creek Sanitarium

Rotarian M. W. Wentworth, Manager

Battle Creek, Michigan

Box 230

You may send me the HEALTH LIBRARY and the HEALTH SELF-GRADING CHARTS—all free without obligation

Name.....

Street.....

City..... State.....
Box 230c

the Business Methods Committee of that year.

The committee last year at Cincinnati suggested that the various classifications in Rotary establish craft or vocational standards of practice founded upon the Code of Ethics.

This committee believes that no better work can be accomplished than to carry out as far as possible the excellent idea set forth in the report of the Business Methods Committee of last year. We believe the true meaning of Rotary Service is best demonstrated by each trade or professional section, or *vocational section*, as they are now called, following a standard that will elevate and improve by contact all business. We have suggested, therefore, to the chairman of each vocational section that he include in the Atlanta program a discussion of such a Standard of Practice. After having communicated with each chairman, we beg to submit the following results:

There were a total of one hundred and ninety-four vocational sections organized for the Atlanta Convention as of May first. Of these the following eight adopted Standards of Practice last year at Cincinnati:

| | |
|-------------------------------------|-----------------------------------|
| Art Goods | Physicians and Surgeons |
| Druggist—Retail | Telegraph |
| Dry Goods & Women's Clothing—Retail | Tobacco Pro., Cigar Manufacturers |
| Paper | Transportation—Water |

The following four vocational sections reported that it is their intention to present Standards of Practice at this convention for adoption:

| | |
|-----------|-------------------|
| Chemicals | Lighting Fixtures |
| Dentist | Printers |

The following twenty-two sections reported that they will discuss Standards of Practice at this convention to be adopted probably at a subsequent convention:

| | |
|----------------------------|------------------------------|
| Advertising Agency | Gas |
| Bakers—Cracker and Biscuit | Hides and Tanning Works |
| Books | Hospital & Hospital Supplies |
| Boxes—Paper and Fibre | Laundry |
| Cash Register | Lumber |
| Collections | Men's Furnishings |
| Clergyman | Paint and Varnish |
| Detectives | Paving |
| Engineer—Civil | Plumbing & Heating Supplies |
| Engines | Signs |
| Fixtures | Stone |

The following ten vocational sections reported they may discuss the subject at this convention:

| | |
|--------------------------|--------------------|
| Attorney—Patent | Investment Bankers |
| Boilers and Tanks | Newspaper |
| Electric Light and Power | Packers |
| Engravers—Photo | Surety Bonds |
| Fertilizers | Y. M. C. A. |

For various reasons the following three sections reported that they will not present the subject for discussion at this convention:

| | |
|-----------------------|------------------------------------|
| Concrete | Transportation—R. R. Freight Dept. |
| Photographer—Portrait | |

Rotary stands primarily for Service, for cooperation. It is disappointing that replies were received from only thirty-nine (39) chairmen out of one hundred and eighty-six (186) who were requested to advise us on this subject. Nevertheless, we are not critical; all Rotarians are business men, and during the present crisis the demands made of them are far above normal.

In the Proceedings of the Cincinnati convention will be found the Standards of Practice adopted at that time by the several vocational sections noted above. We herewith submit a suggestion to be presented at the Atlanta convention for discussion by the "Plumbing and Heating Supplies" section:

1. If you know you are right, convince your customer.
2. Remember the architect or consulting engineer has a reason for his specifications.
3. Systematically investigate every new product specified.
4. Never substitute.
5. Be honest with your customer.
6. Be honest with your competitor.
7. Be honest with yourself.
8. Protect your reputation.
9. Never betray confidence placed in you.
10. Never give a decision before comparing different articles under consideration.
11. Satisfaction is the product of confidence plus service.
12. Never lose an opportunity to better your service.
13. Never neglect to add to your storehouse of knowledge.

14. Think quality, talk quality, install quality goods, sell quality goods, and you will get quality prices for quality SERVICE.

It is the sincere wish of this committee, that before the next International Convention every Rotarian will have personally adopted a craft or vocational standard of practice, unwritten, if not written, by which he will necessarily establish a leadership in his community. "Everything has two handles, one by which it may be borne and one by which it may not," and when a business is moved by the handle of the Rotary Code of Ethics, it will be characterized by—"SERVICE, NOT SELF."

A Man's Job to be a Rotarian

After having lived with Rotary during the twelve years of its existence, I can, with fervor and sincerity, say that my faith in its destiny has constantly increased from the day of its birth.

Rotary is and ever has been a little in advance of, and yet in keeping with, the tendency of the times. Rotary is not, like some other good influences, so far removed from the practical everyday problems of life as to seem at times entirely disconnected. Rotary is simple, genuine, true. It abhors deceit and pretentiousness, and had rather run the risk of under-rating than to run the risk of over-exalting its own virtues.

It is a man's job to be a good Rotarian, and he who lives up to the precepts will be a good neighbor, a kind friend, a loving husband, a companionable father, and an asset to the community in which he lives.

—PAUL P. HARRIS, *to the Rotary Club of New Orleans, May, 1917.*

“Good-bye, Bill!”

- ¶ You met him at Atlanta and enjoyed every minute of his society.
- ¶ You resolved to keep up the acquaintance, but when you got home there were lots of things to do—and your resolution slipped a cog.
- ¶ Then one day he rolled into town and you had a bully visit—took him out to the house and showed him the wife and kiddies, then drove him to the depot.
- ¶ And as his train pulled out you realized what these Rotary conventions really mean and you yelled out:

“Good-bye, Bill! See You at Kansas City”

Publicity Committee Report

Joe Mitchell Chapple, Chairman

AS CHAIRMAN of the Publicity and Information Committee, I beg to submit the following report:

Having visited and addressed a large number of Rotary clubs during this year, in all parts of the country, I am convinced that the Rotary clubs, as a rule, understand better than any committee, the conditions surrounding each club as to its publicity campaign and policy, so that I could not venture to suggest any hard and fast rules. I have spoken in New York, Boston, Cleveland, Toledo, Chicago, Columbus, and in many towns having small clubs, and have found that generally, publicity matters are much better handled in smaller towns than in large towns, because naturally, they come in closer contact with the newspapers and community life.

In fact, I have come to believe that one of the sources of Rotary strength is that its members and officers seldom seek the spotlight for anything they have been doing, and even the deliberations of the club are not exploited except where they involve an address or an idea of general interest and public importance.

The suggestion is made that several paragraphs of a general character, setting forth the real purposes and aim of the organization, be provided for all clubs, to be used in connection with any local atmosphere which may seem appropriate. The fact that Rotary clubs are not insistent upon leadership in public affairs has given them a subtle power and strength not possessed by other general public welfare organizations where the work has been confined to a committee whose chief aim and object is publicity and personal glory. I have found in almost every town visited that the Rotary club has public confidence. Two very important reasons appear for this:

First—They do things for the gratification of doing them, and not for spotlight adulation.

Second—The cohesiveness and widely varied character of its membership furnish an opportunity for getting a general consensus of business opinion covering the entire circle of vocations in the classification.

We would suggest that the general article, furnished from Headquarters, could be inserted in the local newspaper, having it appear, if possible, in the form of a personal interview with a club official, giving it snappiness of dialog and personal atmosphere. Such an article would serve to make purposes more widely known, and help to focus attention upon Rotary as a clearing house for progressive ideas and helpful public enterprises.

Among the suggestions that have come in to the committee along this line was one from Rotarian W. W. Gale, of Butte, Montana, who suggested that some general article could be provided for the use of clubs in such cities and towns where it was thought this publicity might help in the general usefulness of the club in setting itself square and right before the people.

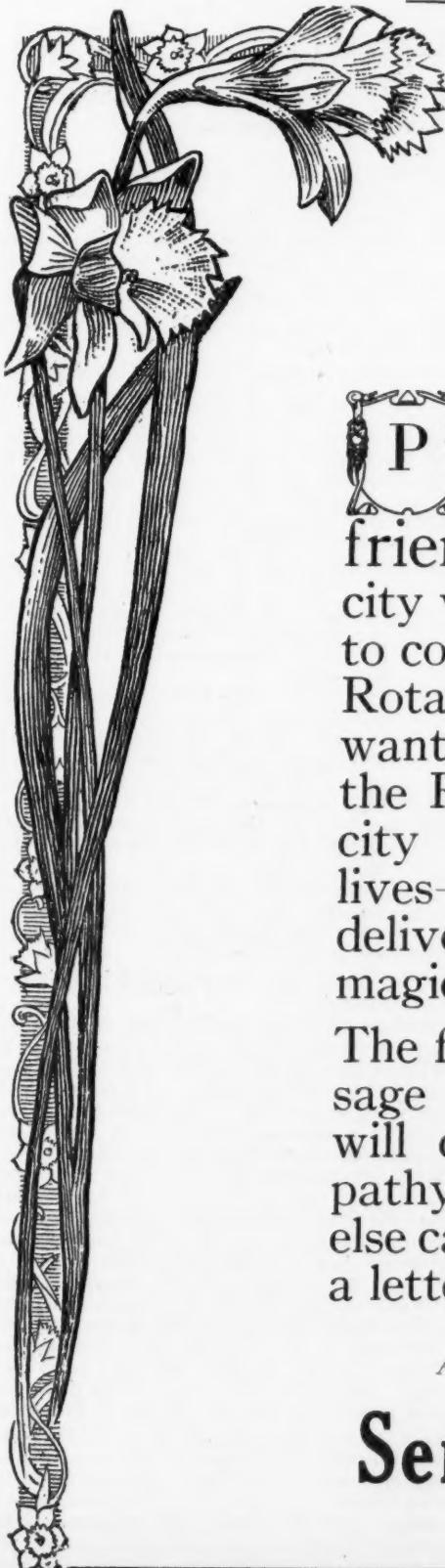
One misunderstood feature of Rotary is the limitation of classifications. To one who understands Rotary, it is known to be absolutely essential and necessary, but this is not usually understood thoroughly by outsiders. I have found in some cities that many hundreds of men, because of the classification being filled, have not become members, have been generously invited by members to attend the meetings and participate in the public benefits of the organization, without being actually on the membership roll. In that way Rotary is recruiting and qualifying a membership many times its present size. This in itself makes Rotary distinctive, for its membership automatically adjusts itself to efficiency in membership service, which is not altogether included in the payment of dues and attendance.

A survey of the situation would indicate that the most effective form of publicity for Rotary clubs is a visit from the International officers. This of itself brings publicity, because it is an event of importance, and then it is "up to the clubs" themselves to make that event deserving of space and newspaper publicity.

During the year I have been with clubs taking up enterprises, from planting farms and caring for children afflicted by infantile paralysis, to raising funds for the Red Cross; and helping hospitals, beautifying cities and other matters where quick action and results are necessary for pressing needs, and the publicity, in the hands of a local member, was most gratifying.

The Rotary club might be called the "magneto" which generates enthusiasm that percolates and permeates to other organizations that have been assigned certain functions and have become moribund because they lack the cohesion and intensified qualifications required in Rotary membership.

Would also add that the efficient work of the Secretary, Mr. Chesley R. Perry, has left little for the Publicity Committee to do in the way of detail, for the Secretary's office has always been surcharged with exploitative genius and general publicity that has cast its light upon all Rotary clubs. This pressure of detail work and responsibility that has been placed upon the shoulders of the Secretary and the International Association, it would seem, ought to be divided by providing in some way for a paid publicity service to act in connection with the International officers and secure a series of magazine articles and sketches in the weekly publications and newspapers. This should also include articles in the plate services and the ready-print auxiliaries, dealing with matters of general public interest that are taken up at the yearly meetings of the International Association—making the acts and words at a Convention the keynote of Rotary policy along certain definite lines, without interfering with the widely varied local projects that give Rotary the spontaneity necessary to meet exigencies peculiar to each community, retaining always individuality as the most permanent expression of the encircled unity of Rotary.



Send Flowers

*When In Doubt Send
Flowers—They Are
Always Welcome*

Perhaps you have a sick friend in a distant city whom you would like to console—tell your local Rotary Florist what you want to do—he will wire the Rotary Florist in the city where your friend lives—the flowers will be delivered quickly, as if by magic, all fresh and crisp. The flowers and your message accompanying them will convey your sympathy better than anything else can—better even than a letter—

Associated Rotarly Florists

Send Flowers

Ways and Means Committee Report

Financial condition and needs of I. A. of R. C. as set forth in report to the Atlanta Convention, F. W. Galbraith, Jr., chairman of the committee

Arch C. Klumph, Esq., President I. A. of R. C.:

Through you the Committee on Ways and Means, appointed by you, wishes to report to the Association as follows:

When your officers who were elected at the Cincinnati Convention began their work for the year ahead of them and as they went through the work they found themselves and their work embarrassed in a number of instances, each of which seemed to be based upon the lack of the necessary funds with which to carry on the work of the Association in a proper manner.

In order that this difficulty might be remedied a Special Finance Committee, consisting of the President and the First and Second Vice-Presidents, was appointed to study the financial situation of the Association and of its magazine and to make recommendations to the Board of Directors.

Several meetings of the committee were held. After a careful survey of the situation they submitted a report, the principal features of which were as follows:

(1) Recommendation that the expenditures for the Association for the year 1917-1918 be upon the following basis:

| | 1917-18 | 1916-17 | Increase over |
|---|--------------------|--------------------|---------------|
| President's Office..... | \$ 2,000.00 | \$ 500.00 | |
| Vice-President's Office..... | 300.00 | 100.00 | |
| Board of Directors' Meeting..... | 1,800.00 | 500.00 | |
| District Governors' Work..... | 15,000.00 | 13,800.00 | |
| Committees..... | 1,000.00 | 500.00 | |
| Weekly Letter, Stunts and The News Bureau..... | 3,500.00 | 500.00 | |
| Headquarters Office: (including rent, salaries, clerical work, postage, printing and stationery, supplies, telephone, telegraph, express, traveling, auditing, depreciation, etc.)..... | 31,400.00 | 15,000.00 | |
| Sending Letters of Greeting to New Members..... | 3,000.00 | 600.00 | |
| Organizing Trade and Professional Sections..... | 1,000.00 | 1,000.00 | |
| Reserve for Contingencies..... | 1,000.00 | 1,000.00 | |
| | \$60,000.00 | \$32,500.00 | |

(2) And inasmuch as it is quite evident that the aforesaid budget can be met only on the basis of a \$2.00 per capita tax (payable \$1.00 semi-annually), we recommend that this situation be placed before the membership of every affiliating Rotary Club and that an expression of opinion be secured from all clubs so that if there appears to be a general agreement that an increase in the amount of the per capita tax should be made the necessary amendments to the constitution may be drawn, notices given, and the necessary legislation enacted at the coming convention at Atlanta.

(3) Recommendation that the constitution be changed so as to permit the subscription price of *THE ROTARIAN* to the general public to be \$1.50 per year (20 cents the single copy) and special club prices of \$1.00 per year arranged so that the price to our Rotary Clubs will not be changed from what it is at present.

(4) Recommendation that President Klumph appoint immediately a committee on Ways and Means, composed of representative Rotarians in the various districts of the United States and Canada (not International officers), that the report be submitted at once to such committee for the consideration of its members and for their recommendation as to further procedure in the matter.

Upon receipt of this report by your Board of Directors, the President immediately appointed the Committee on Ways and Means and asked for their recommendations and suggestions concerning the report of the Special Finance Com-

mittee. This committee, as appointed, consisted of one hundred laymen of Rotary who were selected from the eighteen districts in the United States and Canada and were apportioned as nearly as possible with regard to the number of Rotarians in the districts. They are Rotarians who are not at this time connected with the Association or their respective clubs in an official capacity.

The report was submitted to the members of the committee and sixty-seven replies were received by the chairman up to the time of preparing this report. (Some replies, I believe, went to the International President.) I wish it were possible for me to give you verbatim the replies, but time will not permit, so I shall have to satisfy myself by giving you a tabulation of what the replies contained.

52 were favorable to the \$2.00 per capita tax.

3 favored the \$2.00 per capita tax, but questioned the wisdom of the item of \$15,000.00 for expenses of the district governors.

4 others favored the \$2.00 per capita tax, but were not favorable to either the Weekly Letter, Stunts, The News Bureau or the New Member Letters.

3 members of the committee favored only a per capita tax of \$1.50.

4 members of the committee were not disposed to favor any increase at this time.

1 member questioned the wisdom of spending \$31,400.00 for the Headquarters office and suggested that this should be itemized more fully.

Now let us analyze the proposed budget in a little more detail:

It will be observed that for the work of the district governors it is proposed there should be an appropriation of \$15,000.00, which is approximately \$14,000.00 more than we have available for the work at present. This appropriation for the district governors it is believed will enable the International Association to stand the expense of having each governor visit every club in his district during the year, of having him prepare for and participate in the district conference, of having him attend the International Convention and of reimbursing him, in part at least, for the expense of his correspondence. The work of the district governors will vary according to the number of clubs in each district, the distances to be traveled, etc., and the expenditure for each district will vary from year to year. This work will be carried on under the general supervision of the Board of Directors.

From the experience of your Board of Directors and of the district governors, we have realized that some uniform method, different from the present system, or rather, lack of system, should be adopted for providing the expenses of the district governor.

At present, in almost every district the clubs

Men Who Dared—and Daring, Won Success

Rotary Florists win Success by advertising in THE ROTARIAN

FOR the first time in history flowers have been advertised nationally for consumer business. The FLORISTS' REVIEW, the leading florist publication, in a recent issue, under the caption "Rotary Florists Redoubtable Fellows" devoted two pages to the story of the National Educational Campaign carried on by Rotary Florists thru THE ROTARIAN.

This campaign has occasioned considerable interest for the reason that the Rotary Florists attempted the impossible—and got away with it. It is doubtful, however, if it could have been done thru any other publication. Other magazines have not the condensed quality, buying-power circulation that THE ROTARIAN has, nor have their readers the same personal interest in their advertisers that the readers of

THE ROTARIAN have. This makes a pretty strong combination and one which insures success to the advertiser. The Rotary Florists thru their advertising in THE ROTARIAN are educating the people to the use of flowers for messages of sympathy and good cheer, by showing how simple it is to send flowers anywhere by the Florist Telegraph Delivery System.

At their Vocational Section meeting in Atlanta in June the Rotary Florists decided unanimously to continue their educational advertising campaign in THE ROTARIAN for another year at the expiration of the present contract.

Of course they didn't know it, but they were not really taking any chances when they selected THE MAGAZINE OF SERVICE as the medium in which to carry out their publicity plans.

**FRANK R. JENNINGS,
Adv. Manager THE ROTARIAN
910 Michigan Avenue, Chicago.**

R817

1917

Send us advertising rates and full particulars regarding THE ROTARIAN as an advertising medium.

Name..... Town.....

Business.....

are assessing themselves to take care of the expense of the district governor and his work. It is embarrassing for the district governor to have to call upon his clubs to do this for him.

It will be seen from the above that what is really meant by this increase is that instead of each club being assessed through the governor's office or through the district conference the funds will be available from International Headquarters for district purposes. It does not mean that more money will necessarily be spent in the future, but it means that practically the same amount will be used, the only difference being in the mode of collection and distribution.

The next point is the increase of expenditures in the Headquarters office. This \$15,000.00 increase is for the purpose of providing more ample and better equipped offices for our headquarters; next, to provide for Secretary Perry a man of executive ability as first assistant secretary and several other men of executive ability as assistant secretaries in charge of certain departments of the work. It is anticipated that with this increase in staff Secretary Perry will be out in the field visiting clubs a large part of the time.

The proposed budget for the Headquarters office for 1917-1918 is as follows:

| | |
|---|-----------------|
| (1) Salaries..... | \$12,200.00 |
| (2) Clerical Service..... | 3,600.00 |
| (3) Traveling..... | 4,000.00 |
| (4) Rent and Office Ex- pense..... | 2,500.00 |
| (5) Postage..... | 1,000.00 |
| (6) Printing and Sta- tionery..... | 1,000.00 |
| (7) Office Supplies..... | 300.00 |
| (8) Telegraph and Tele- phone Tolls..... | 300.00 |
| (9) Express, Exchange, Auditing, Insur- ance..... | 500.00 |
| (10) Depreciation..... | 1,000.00 |
| | \$31,400.00 |
| (11) New Member Letters | 3,000.00 |
| (12) Trade and Profes- sional Sections..... | 1,000.00 |
| (13) Weekly Letter, Stunts & News Bureau..... | 3,500.00 |
| | 7,500.00 |
| | \$38,900.00 |

(1) This item is to cover the salaries of International Secretary, his first assistant secretary and three or four assistant secretaries.

(2) This item is to cover the International Secretary's personal secretary, the cashier and bookkeeper, the head stenographer, a stock-room clerk, multigraph operator, switchboard operator, messenger, and ten stenographers and clerks. (A part of the expense of this force is charged to THE ROTARIAN, as the Headquarters office is used jointly by the Association and its magazine.)

(3) It is expected that Secretary Perry will be in the field visiting clubs a large portion of his time and this item is provided to cover his expense on these trips.

(4) \$2,500.00 is for office rent and office expenses, such as electric light, water supply, towel supply, city telephone service, etc.

(5) This item is self-explanatory.

(6) Printing and stationery expense covers printing of envelopes and letterheads, Rotary circulars and pamphlets, forms, etc.

(7) Office supplies are pencils, ink, pens, type-writer ribbons, etc.

(8) Telegraph and telephone tolls cover telegrams and long distance phone calls.

(9) This item is self-explanatory.

(10) Annual depreciation charge on office furniture and fixtures.

(11) New Member letters expense includes paper, postage, pamphlets which are enclosed, and stenographic work.

(12) This expense is made up of stationery, typing of lists, correspondence and postage and printing of circulars.

(13) This expense is made up of paper, printing, envelopes and postage.

Rotary is expanding rapidly, not only in number of clubs, but in the scope and value of the activities of the clubs and of the International Association. With this growth of Rotary comes the necessity of greater expense in various departments so that we may increase not only the volume, but the efficiency of our service and enable a closer personal contact between all International officers and committees and local clubs. The active relations of International officers to the various clubs are limited at the present time and as a rule the expense of such relations have to be borne by the clubs themselves.

The Letters of Welcome to new members should not be dispensed with, for the reason that in this letter the new member who has just been elected into the Rotary Club gets valuable information regarding Rotary in his own city, regarding Rotary in an international sense, and in addition, it impresses upon him forcibly the greatness of the organization and the broad scope of the work which it undertakes. This letter also shows him who is the chairman of his Vocational Section and otherwise impresses upon him the value of the Vocational Section work. The Secretary's office has on file a large number of replies to these letters, which show conclusively that they are excellent and do in every way the work for which they are intended. I wish I could give you some of these replies, but space will not permit it.

Next, we come to the item of Weekly Letter, Stunts, and The News Bureau. Through the medium of these publications, the International Secretary gives to the club presidents and secretaries and other officials and members matters of importance, which the cost would prohibit distributing through any other channels than those through which they are now sent. A recent questionnaire which was sent in the form of a post card to every member who receives these publications, proves, beyond a doubt, that they are serving their purpose well, and are of untold value to the officials of the Rotary clubs.

In order to be in a better position in reaching a decision on this matter, your committee believes that each Rotarian should have in his possession the following information showing what the International Association of Rotary Clubs is now doing and what it might do:

What the Association Is Now Doing

It encourages and supervises the organization of Rotary clubs in general and gives protection to clubs already organized.

Company, Attention!

Squads Right—March!

CATCHING the spirit of the nation—which is to “get ready” in every way possible for the world struggle against militarism and autocracy—the Editor of the NATIONAL MAGAZINE wrote the Secretary of War, suggesting that “Infantry Drill Regulations,” as established for the United States Army, be printed in such a form that they could be scattered broadcast over the entire country, for the guidance of the Home Guard, and other military organizations that have sprung up, and are still springing up everywhere.

The men just entering organizations want these drill regulations for study; others want them for reference.

The Secretary of War approved the suggestion and transmitted, thru the office of the Adjutant-General, a copy of “Infantry Drill Regulations” with corrections to April 15, 1917, *Part I* of which, appears in the June issue of the NATIONAL MAGAZINE.

This *Part I* we have now issued in pamphlet form for more convenient distribution, page for page as it appears in the revised official war document No. 453.

Part I covers “Orders, Commands and Signals,” “School of the Soldier,” “School of the Squad,” “School of the Company,” “the Battalion,” “the Regiment,” “the Brigade.”

Send sixteen cents in stamps for the booklet. Orders for twenty-five or more will be sent postpaid, or by express, prepaid.

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against the organization of other clubs under the name of Rotary which will not accept the responsibilities of Rotary. It is the one agency which has made possible the growth of Rotary from a dozen clubs to over three hundred clubs.

Makes possible the annual convention of delegates and visitors from all the clubs and arranges the program and other details for the annual convention whereat occur the discussion and development of principles and methods of essential value to the clubs and to individual Rotarians.

Assists in arranging the programs and the dates for the district conferences each year at which members of clubs in the same district are brought together.

Promotes other intercity or get-together meetings among the clubs.

In general, provides ways for the exchange of opinions and the discussions of methods to the advantage of each local club.

Locates good speakers on Rotary and other topics, and helps clubs to learn of these speakers and to secure them.

Publishes a monthly magazine devoted to the progress and advance of Rotary ideals, a magazine which awakens and sustains the pride and interest of Rotarians both in their local clubs and in the national and international fellowships of Rotary.

In connection with the magazine publishes a semi-annual supplement containing an official directory of all the International officers, committee chairmen, presidents and secretaries of the clubs, place and time of club meetings.

In connection with the magazine publishes a supplement giving nominations for officers in the Association.

Through its officers and its committees studies the work of existing Rotary clubs and their value to the respective members in the community and clears the information for the benefit of all Rotary clubs.

In this connection the International Secretary prepares and sends out each week to the International officers, the presidents and secretaries, the officers and directors and committee chairmen of all Rotary clubs a weekly letter of information. Over two thousand copies of the Weekly Letter go out every week.

A two page personal letter is sent to each new member of every Rotary club, accompanied by a set of the several educational pamphlets gotten out by the Association. Every man who has come into Rotary in the past two years has received one of these letters and thereby been enlightened as to the scope and extent of the organization of which he has become a member by joining the local club.

Sends out semi-monthly, to the president and secretary and to the chairman of the entertainment committee of each club a publication called *Stunts*, giving them many ideas for the assistance of the entertainment committee.

Publishes and sends to all the editors of local club publications, and to the secretaries of clubs which have not a club publication, The News Bureau, which is a service of articles and items suitable for use in club publications.

Conducts questionnaires among the clubs in order to gather from them what each one does in regard to any particular phase of Rotary activity and then consolidates and tabulates such information and forwards it to all clubs.

Has prepared literature in the form of pamphlets, leaflets, etc., to be used—

In organizing Rotary clubs;

To maintain interest and enthusiasm in the club after organization; and

To enable club presidents, secretaries, correspondents, advertising representatives, editors, speakers, etc., the better to perform their duties.

Has prepared each year and furnishes to the clubs an International traveling or membership identification card for individual Rotarians.

Publishes the standard constitution and model by-laws in booklet form and furnishes it to the clubs.

Publishes in book form the proceedings of the annual conventions. Distributes same among club officers and delegates and any other Rotarians who may desire them.

Endorses and delivers to each club a charter certificate of membership in the Association.

Maintains at headquarters a directory list of every Rotary club. Also has complete file of cards containing the complete data taken from the club roster regarding each member, these cards being arranged according to classifications; for example, the headquarters office can furnish a complete list of all men of a given profession or line of business who are Rotarians, no matter where they hold membership.

Develops many of these classifications into organized sections with a chairman and a secretary; promotes an exchange of ideas among the members of the section and brings about a meeting of the section at the annual convention of the Association. There are now upwards of two hundred of these organized sections.

Whenever a new president or secretary comes into office in a Rotary club, a letter is written to him and he is forwarded a printed pamphlet of information that has been prepared for the use of club officers.

Likewise, when any Rotarian is appointed as correspondent from his club to THE ROTARIAN he is welcomed by a special letter and furnished with a printed pamphlet covering the duties of a club correspondent.

When any Rotarian is appointed as advertising representative for THE ROTARIAN he is in a like manner instructed as to the performance of his duties.

Assists the dozen or more committees of the Association by furnishing them material in connection with their work, conducting inquiries for them, printing their reports, etc.

Receives visitors at International Headquarters, some being men who are contemplating organizing Rotary clubs and who desire to be properly instructed, some being club officers or committee chairmen, or officers or committee chairmen of the International Association, and gives them such advice and counsel as they may desire.

What the Association Might Do

And now we come to that very large field of possibilities and things that the I. A. of R. C. should be doing in addition to what it is doing now:

First of all, we must have more furniture and equipment and additional members for the secretary's staff.

The secretary should be given a high-grade, competent, general assistant who will relieve him of the supervision of the detail of the work in the headquarters office, leaving the secretary more time to be of personal service to officers and committees of the Association, to serve as editor of our magazine, and to be of more service to the individual clubs by using a portion of his time in visiting them.

Then the secretary should be given a specially qualified assistant to serve permanently as the Association's convention secretary. In this capacity he would be of service to the Board of Directors in checking up and verifying statements in connection with the selection of the convention city. He would arrange contracts with the convention city and with the hotel men. He would secure reservations for, and make assignments to, hotels. He would be of service to the program committee in preparing the convention program. He would prepare convention publicity articles for THE ROTARIAN and other publications and the Associated Press. He would assist in administrative work at the convention itself as well as supervise the editing, printing and distribution of the convention proceedings.

There are several other departments of the work at headquarters which should be in charge of assistant secretaries.

Then there should be provided one or more field secretaries to work from the headquarters office under the International Secretary's supervision, visiting the district governors, conferring with them, helping them in their work under the directions of the district governors, bringing back to headquarters information regarding the district governors and regarding the various clubs which they may visit, assisting the Advertising Department of THE ROTARIAN wherever possible, and otherwise making themselves of service as our secretary would and does whenever he can get out into the field.

Then there should be several additional clerks provided for the secretary's office to take care of the rapidly growing details of the work at headquarters, and to render it unnecessary for any members of the secretary's staff to have to work any overtime, and, in fact, the working hours for the secretary's staff should be decreased, and in some cases pay should be increased so that our headquarters will not be behind other associations of leading business concerns in the treatment accorded employees both as to hours of work and pay.

Also, it is suggested that in view of the increased cost of all commodities and in the very general increase in pay given to all employees by many concerns throughout the United States, there should be similar uniform increase of pay at our headquarters to our employees.

A wise and liberal arrangement should be made for clerical assistance to the president of the Association if he is to continue to give as much time and attention to correspondence as has been the custom in the past.

The Association should pay all the expenses of the district governors, including a visit by the district governor to each club in his district during his term of office, his expenses in preparing for and attending his district conference, and his expenses in attending the annual convention.

In addition to that, provision should be made for assembling the district governors immediately after the convention, either in the convention city or at some other specified place, or at the headquarters in Chicago (together with the other International officers) for a conference upon the work of the Association during the year, and all expenses of such conference and of the attendance of the participants at it should be borne by the Association.

Provision also should be made for having every committee of the International Association meet together at least once during the year, at the expense of the Association, and it would be advisable to provide also for a joint meeting of all the committee chairmen at headquarters in Chicago with the International directors immediately after the appointment of the committee chairmen. At least, provision should be made

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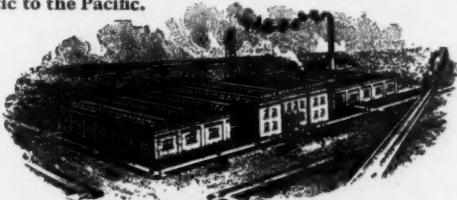
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at least one conference of each chairman with the president for the meeting of some of the committees.

For certain committees, such as the committee on education of Rotarians, the committee on work among the boys, etc., a liberal expense allowance should be made and probably a special clerk should be furnished to assist the chairmen in carrying on the work of the committee.

In short, wherever the Association asks men to give of their time and thought, the Association should undertake to do or pay for the doing of all the detail work.

More liberal assistance should be given to the various trade and professional sections. It probably would be best to give the secretary a specially qualified assistant to be in permanent charge of the organization and maintenance of the trade and professional sections. This is an immense field for good, constructive and beneficial work.

Another field for service has been opened up to us as outlined in the "War Work Communication" recently sent to all clubs in the United States. This gives us an opportunity to create the proper conditions surrounding our military encampments and is simply a first opportunity to be of service to your country, many more of which will follow.

The foregoing are a few of the things which the Association might undertake to do, or to do better, if it had sufficient income.

Now, it must not be assumed that the increase of the per capita tax to two dollars will enable the doing of all these things immediately. For the accomplishment of some of them we shall have to be patient while the Association grows in membership or until the revenue from our magazine can be increased and the surplus earnings devoted to Association work.

We believe it would be wise to make the proposed increase now and accomplish all we can with it, and our very first accomplishment should be the reorganization of the International Secret-

tary's office so that it will be in position to handle the work of this large organization in a style commensurate with the scope of our work and the principles of Rotary.

One member of the committee, wishing to do his "bit" wrote a letter to each club, at his own expense, enclosing a post card upon which they were to report to the chairman of the committee their vote on the proposed increase in per capita tax. At the time this report is being written we have received 54 replies and more are coming in each mail, the letter having reached the clubs only a few days ago. In these replies, 47 show a favorable vote, only 7 clubs voting unfavorably.

After a careful consideration of the recommendations of your Special Finance Committee your Committee on Ways and Means takes pleasure in recommending to the Eighth Annual Convention that the necessary constitutional provisions or amendments be enacted to fulfill the recommendations of your Special Finance Committee.

Rotary today is at the fork of the road. One way leads upward to greater responsibility and opportunity, entailing increased expenditures. This way leads to greater service for Rotary and for mankind. The other way leads backward and downward. There can be no halting. We must either progress or slip back. We believe that all Rotarians will unite in going forward and upward.

Respectfully submitted,
F. W. GALBRAITH, JR., Chairman.

Rotary in the British Isles

Report of Charles H. Dewey, governor of Rotary District No. 19, submitted to Atlanta Convention, June, 1917

To the President, Vice-Presidents, Officers and Members of the International Association of Rotary Clubs:

Mr. President and Comrades,

I have the honour and privilege of submitting to you, for your information, consideration and, I hope, approval, the records of the work of the Rotary Clubs in the British Isles, forming the Nineteenth District, of which you at your last Convention paid me the honour of appointing me as the Governor.

Holding the view that my appointment was of an International character rather than a local office, I have refrained from initiating any direct legislation affecting the conduct of the Clubs. The ideals of local self government prevailing in these Islands would not square with any legislation for regulating procedure from a body outside its own organisation. I have, therefore, contented myself with supporting by every means in my power the efforts of the British Association of Rotary Clubs and its energetic Secretary, Rotarian Stephenson, of Edinburgh, in the work of organisation and extension. I have been an elected member of the Board of Directors of the British Association of Rotary Clubs since its inception, and on my appointment as District Governor, the Board of Directors agreed to re-

gard the International Representative for the time being as ex officio a member of their Directorate.

Having regard to the fact that this Nation has been at War for nearly three years and that the general conditions of commercial and economic communities are abnormal, I view the year's Rotary work with great satisfaction. At this date in 1916 eight Clubs were in existence. They now number fifteen, and I am hopeful that on the day our Eighth Convention opens at Atlanta, the Clubs will number sixteen, or one hundred per cent increase during the year.

Reviewing the work of the Clubs in the order of the numerical strength of their Membership, it will be found that **apart from their internal Rotary duties**, most of the Clubs have undertaken work of National service and Importance and have acted up to the great Rotary slogan—"Service—not Self."

London. As befits the Capital of the British Empire, London leads with a total Membership to date of 216. It has performed a great work amongst the wounded Soldiers in our London Hospitals, has initiated discussion and taken action in important Public questions. The Club has been addressed, amongst others, by the Rt. Hon. Lord Devonport, Food Controller, and the

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Rt. Hon. John Hodge, M. P., the First Minister for Labour. As it grows in strength it is extending its influence on the events of the hour and is taking its place in the life, progress and councils of our Empire.

Glasgow. The commercial Capital of Scotland and the second largest City of the British Empire, with 201 Members, takes second place in point of Membership. They have interested themselves in the furthering of Civic improvement and efficiency. In the early days of the War, before Compulsory Service was introduced, they assisted to raise a Volunteer Battalion, which has greatly distinguished itself at the Front.

Edinburgh. The Civic Capital of Scotland, the modern Athens, with a Membership of 187, has entertained 25,000 children of Soldiers and Sailors for three succeeding Christmas Festivals, raised a Battalion of the Royal Scots Regiment, which has earned fame on the Battlefields of France. This club also has "fathered" two wards at Bangour Military Hospital and has organised the Edinburgh Society for Promotion of Trade, with a view to dealing with future war problems.

Birmingham. The most progressive Civic centre in Manufacturing England has a Membership of 164, and conceived the idea of a National Trades Fair which we may hope will reflect the highest possible credit to British Rotary. A practical commercial idea. It has also been interested in National War Thrift and work amongst wounded Soldiers.

Dublin. The Capital of Ireland, with a Membership of 141, has evolved many progressive business ideas and has been mainly interested in their own internal development. They have also interested themselves in work amongst wounded Soldiers, but their opportunities in this direction are limited.

Liverpool, with a Membership of 106, has made great progress. They raised a large sum of money for their Roll of Honour week. They have a fine sense of Citizenship in this Club and will go ahead.

Belfast, with a Membership of 107, has raised large sums of money for various War Charities, and in addition has established a Soldiers' and Sailors' Service Club, at a cost of Twenty-Five Thousand Dollars—a great monumental Rotary work, for which Belfast deserves special recognition.

Manchester, with a Membership of 89, has interested itself in organising, equipping and maintaining a Home for Belgian Refugees, and has also formed a Rotary Company of Special Constabulary.

Aberdeen, formed during the period under review, has started well—a Membership of 97 to date, with Lord Provost Taggart as their President—and is going strong for National Service. Aberdeen is the grey granite City of the North of Scotland. Our American Rotarian friends must always include Aberdeen in their tours of the homeland.

Newcastle-upon-Tyne, one of our latest Clubs, has a Membership of 83, full of energy and Rotary vim. They have co-operated with the Civic authorities in every sphere. They will do great things in Rotary.

Leeds, with 61 Members, is quite of recent

birth. They are of the right sort and have developed a very clever War Savings Association. Rotary in Yorkshire is safe.

Brighton. A recent acquisition, with 55 Members. It is the Queen of English Watering Places and will grow into a strong Club. The Governor of the Nineteenth District regards this Club as his own God-child. They are brainy at Brighton—also keen on National Thrift to pay for the War.

Leicester has just opened out with 48 Members, all of the right sort. They are fine men in the Midland Counties of England and once Rotary gets going there, will go strong, and in the right direction. The men of Leicester are great fellows.

Portsmouth and Perth at present are infants. Have just been given Rotary birth. Both sit up now and with a little nourishing will go strong. Portsmouth is some Town—ask any member of the American Navy. Many good things are done in Perth, but the best will be Rotary effort. Keep your eye on the fair City of Perth.

The Convention will take notice that in viewing the work of the Clubs during my year of office, I particularly desire to draw attention to the National aspect and quality of Rotary influence in these hours of National danger and crisis. Rotary has been true to its ideals of service, apart from the collective activities; the ever increasing Roll of Honour of Rotarians who have joined the fighting Forces testifies to an individual conception of splendid patriotism, and for those Rotarians who have made the Great Sacrifice and laid down their lives in fighting for the right of liberty to live and freedom to flourish, I ask from you your homage to our departed Rotarian heroes; will you, therefore, our Brethren, so far away from us in distance, yet so near to us in fellowship, stand to order for one minute in memory of your Brother Rotarians who have fallen on the field of battle, Mr. President and Brethren, may the laying down of their bright lives, great loss as it is to our brotherhood, be but the instrument that shall declare the desire of mankind to live the life of Fraternity and Service.

In conclusion, Mr. President and Comrades, I offer to the delegates assembled in Convention, and to all the Brethren of the Rotary Clubs thus represented, the glad hand of good fellowship. Though Seas divide us, yet are we all united in one great humanising effort that Wars may cease to be and Rotary Peace and Good Will reign throughout the world.

Yours for Service,
CHARLES H. DEWEY,
Governor 19th District, International
Association of Rotary Clubs.

MEMORANDUM

Under date of 15th May, 1917, Mr. Thomas Stephenson, Honorary Secretary of the British Association of Rotary Clubs, forwarded to the International Secretary "a little information as to what Rotary has been doing over here, for the benefit of the Atlanta Convention."

MEMBERSHIP: At April 30th the Membership of the British Clubs stood as follows:

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| | Ord. | Assoc. | Hon. | Manchester | Twice |
|------------|------|--------|------|---|-------------|
| Aberdeen | 94 | 3 | — | Newcastle | Twice |
| Belfast | 101 | 6 | — | Portsmouth | Five times |
| Birmingham | 152 | 11 | 1 | Perth | Three times |
| Glasgow | 180 | 21 | — | I have not been able to visit Dublin. | |
| Leeds | 54 | 4 | 3 | We have now 15 Rotary Clubs in the British Isles. | |
| Leicester | 48 | — | — | — | — |
| Liverpool | 101 | 3 | 2 | — | — |
| London | 208 | 4 | 6 | — | — |
| Brighton | 55 | — | — | — | — |
| Dublin | 132 | 9 | — | — | — |
| Edinburgh | 173 | 12 | 2 | — | — |
| Manchester | 85 | — | 4 | — | — |
| Newcastle | 77 | 6 | — | — | — |
| Perth | 30 | — | — | — | — |
| Portsmouth | 35 | 1 | — | — | — |
| Total | 1523 | 80 | 18 | — | — |

EXTENSION: At the beginning of the present year (i. e., May, 1916), we had three new Clubs just started: Leeds, Leicester and Aberdeen. (Newcastle has been going for some time.) These three were quite young, but have since grown rapidly. Aberdeen has close on 100 members, Leicester close on 50, Leeds about 60. Since this time last year, two more Clubs have been organized—Portsmouth and Perth—and one has been "unearthed"—Brighton. The Brighton Rotary Club has been in existence for three years, but was unknown and knew nothing of the others. Now it has been discovered it has proved to be one of the liveliest in the country. Portsmouth is only a few months old; Perth only a fortnight. But Perth seems to have set the heather on fire in Scotland, for I am having enquiries from all over the country as to how a Rotary Club may be formed.

The War, so far from proving a hindrance to the formation of Clubs, is to some extent a help. There never was a time in our history when *Service* and *Co-operation*—the watchwords of Rotary—were more needed. It is felt that Rotary will be of great service to the country after the war and that now is the time to strengthen it and put it in good working order. Besides, Rotary is of great service in the present crisis, and the extension of the movement should be encouraged for this reason alone.

This extension work has necessitated a good deal of traveling on my part. During the past twelve months I have covered about 10,000 miles on this little island, having paid the following visits:

| | |
|------------|--------------|
| Aberdeen | Twice |
| Belfast | Once |
| Birmingham | Twice |
| Brighton | Twice |
| Edinburgh | (Every week) |
| Glasgow | Once |
| Leeds | Three times |
| Leicester | Twice |
| Liverpool | Three times |
| London | Twice |

WAR WORK: At the request of the District Governor, Mr. Dewey, I have furnished him with information regarding war work done by the British Clubs which doubtless he will include in his report to the International President.

B. A. R. C.: The Directors of the Association have met three times during the year; at Belfast in June, 1916; at Birmingham in October, 1916; and at Liverpool in February, 1917. At all of these meetings matters of importance to British Rotary were discussed, and the meetings had the effect at the same time of stimulating enthusiasm locally at the place of meeting. Minutes of all of these meetings have been sent you.

THE ROTARY WHEEL: Next to the Extension Work, the B. A. R. C. has done a good thing in publishing a British Rotary Magazine—"The Rotary Wheel." Started January, 1915, as a small thing, it has been on a paying basis ever since, until this year when the Directors voted a sum of money for its enlargement with results that you have already seen in the copies sent you. I sincerely hope that the April number, which contains some very special matter relative to America and American Rotary, will be in the hands of all American Clubs before the Atlanta Convention.

RELATIONS BETWEEN GREAT BRITAIN AND AMERICA: The entry of the United States into the War has brought all Rotary onto a common platform. A resolution of congratulation and welcome, issued by the B. A. R. C. and endorsed by all British Clubs (the word "British" is popularly understood to include Irish) was mailed to you. I am now urging all the new Clubs to affiliate with the I. A. of R. C. without delay, as I feel that now your hands should be strengthened in every possible way.

I am also urging individual Rotarians to subscribe to **THE ROTARIAN**, as this will stimulate enthusiasm by creating a sympathetic atmosphere.

I can only add in closing that it is a source of great regret to me that I cannot be with you at Atlanta. There is so much to be done here that I cannot very well leave the country. I understand that R. G. Knowles of London is to be with you again representing his own Club, and it is possible that P. R. Ritchie, of Edinburgh (at present at Los Angeles, Cal.), may also join you. I have written and asked him to do so if at all possible.

(**NOTE**—Mr. Knowles also represented Dublin, Belfast and Glasgow.—C. R. P.)



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Successful Section Meetings

Attorneys in lead at Atlanta Convention with 45 in attendance, but the fertilizers win the trophy with largest percentage of members present

I VAN E. ALLEN, chairman of the Committee on Vocational Section Meetings at the Atlanta International Rotary Convention, reports that 195 organized sections met according to program Tuesday afternoon, 19 June. The sectional meetings were an unqualified success, the attendance being exceptionally large and the interest taken in the meetings being unusually keen and active. With reports from 45 sections missing, the attendance totalled about 1,200.

The attorneys led in total attendance with 45 present; the newspaper men were second with 44 present; the telephone section was third with 30 present. The Houston attendance trophy was awarded to the fertilizers for the largest percentage of members present, the assayers and chemists were second in point of percentage, and the attorneys were third.

"What can men engaged in our vocation do best to help during the war?" was the keynote of most of the sectional meetings. This subject was thoroly discuss, and in most cases concrete examples were brought to light for the guidance of individual Rotarians.

Standards of Practice

A number of the sections evolved standards of practice for the members of their profession, trade or craft; in some instances committees were appointed to draft standards for adoption at the following annual convention.

The attendance at some sections was not as large as it would have been had not many of the members responded to the call of the country to patriotic service. The dentists and the engineers-miscellaneous sections were notable examples of this fact.

The officers of all the sections have not made reports to Headquarters but from the reports received it appears that nearly half of the sections perfected permanent organizations by the election of officers; some did not because the time was fully occupied with the discussion of topics of great interest; a few were evidently of the opinion that the section officers are selected by the International President.

The topics discuss, aside from war work, naturally were of great variety. The prevalent sentiment was a desire for greater efficiency in the different organizations.

Within the last year more than twenty-five sections have printed rosters of their membership, for distribution among the section members only; probably an equal number made arrangements for the printing of rosters this year; it is probable that those issuing rosters last year will do likewise this year. It was brought out that the printed roster of a section tends to bring the membership into closer touch and aids in the interchange of business ideas and suggestions and the education of the members in efficiency for service.

A few of the sections had the proceedings of their meetings reported stenographically with the intention of issuing printed proceedings for all the members of the section. It was the prevailing opinion that the printed roster and the printed or typed full report of the section meeting was of great advantage to the work of the section. In a number of the section meetings at Atlanta provision was made to secure funds for these, and other incidental expenses of the section, by an assessment upon each member of \$1 or \$2.

The library section held a short session and adjourned to meet a week later at Louisville during the convention of the American Library Association. A splendid adjourned meeting at Louisville was the result.

Section Meetings at Conferences

The retail dry goods and women's clothing section discuss the advisability of the subdivision of the section to coincide with the Rotary districts, and having these subdivisions meet at the same time and place as the various district conferences. This plan was adopted and will be put into effect during the coming year. The experiment will be carefully watched undoubtedly by other sections.

There was a tendency for a number of the smaller sections to group themselves together in a joint meeting, but it seemed to be the desire of these sections to retain their own identities and to form the group of sections of allied interests for the yearly meeting only. The plan is a temporary expedient and may not be desirable when the sections have increased in strength. Some sections have recommended in their reports that certain allied classifications combined with their craft for vocational section purposes be divorced and that they be permitted to engage in vocational section work of their own exclusively.

The number of carefully prepared papers read at the various section meetings is evidence of the careful consideration of the section officers given to the programs of the sessions. Great responsibility rests upon the chairman and his assistants and from the reports received it would seem that these officers have not been remiss in their duties.

Vocational section work presents an opportunity for great constructive work and it depends upon the officers and the individual members of the section whether or not they will avail themselves of this opportunity. There is ample reason to believe that the members generally are realizing the fact that vocational section work is a wonderful part of Rotary—that thru this work Rotarians may become prepared for better service, thereby becoming not only better Rotarians but better citizens also.

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Telephone Service at Atlanta's Fire

Most of the Rotarians who attended the International Convention at Atlanta in June visited that great section of the city which was devastated by fire only a month before. The sight of the seventy-five blocks of ruins made them realize more keenly the great pluck shown by the Atlanta Rotarians and others in their determination to entertain the Rotary Convention in spite of the fire. The part which the Southern Bell Telephone Company played during those tragic days and nights of May 21, 22, 23 and 24 is interestingly told in an article in *The Southern Telephone News*, which is edited by Evelyn Harris, member of the Atlanta Rotary Club. Extracts from this article follow:

Never before in the history of Atlanta was there such a demand for telephone service and never before were such demands met in a more heroic and satisfactory manner by the employees on duty. For a period of nearly ten hours, calls came in so fast that it taxed the best efforts of the operators to respond, but the emergency was fully met by a system of periodical reliefs and the usual determination that possesses telephone people during occasions of this kind.

The local traffic began to "peak" about noon, and in short time, altho every position on the switchboard was manned, the load was so excessive that it was impossible to render the usual grade of service. Later in the day the same conditions continued until about midnight, when the load began falling off. It continued so heavy thruout the entire night, however, that it was necessary to keep an extra force on duty at all the exchanges and a relief force at a nearby hotel. About six o'clock, on the morning of the 22nd, the traffic again began to increase, and practically the same traffic as was carried on the 21st was carried until about midnight. An abnormal load, slowly diminishing, obtained during the entire week. Conditions in the Atlanta toll room were quite as congested as in the local room. On Monday, May 14, 1917, 1,622 tickets were handled, and on Monday, May 21, 1917, a total of 3,030 tickets, an increase of 86.8 per cent.

Splendid Service Given

The Atlanta operating room forces were in entire control of the situation within the limits of human capability, and as long as they were allowed to sit at the switchboard did as much, if not more, work than the ordinary operating room forces could do. The problem to be faced, however, was to provide adequate relief for these young ladies on the following and succeeding days.

The situation was handled in a capable manner by the superintendent of traffic by calling in a number of operators who were on their vacations and could be readily reached. They answered the call promptly. Many ex-operators were also requested to report for duty and were reengaged for this emergency case, filling their old places in the usual well-trained manner.

As the fire increased in its fierceness, it was found necessary to request relief from the larger offices in the Division. To accommodate this

extra help arrangements were made with four of the best hotels in the city and it was necessary to make reservations for about forty of the Atlanta operators who were kept on duty, either as emergency relief force, or were relieved from duty too late to be sent to their homes. Male escorts were provided to meet all of the out-of-town operators at the railway stations, and they were conducted to their respective hotels. These escorts also called at the hotels the following morning and accompanied the visiting operators to the exchanges where they were assigned for duty.

The plant forces transported by automobile those operators who came off duty late at night or who lived on car lines where service was temporarily discontinued on account of the fire condition. It may be interesting to mention in this connection that the relief force consisted of sixty-three operators from Atlanta, Birmingham, Chattanooga, Charlotte, Columbus, Greenville, Macon, Nashville, Spartanburg.

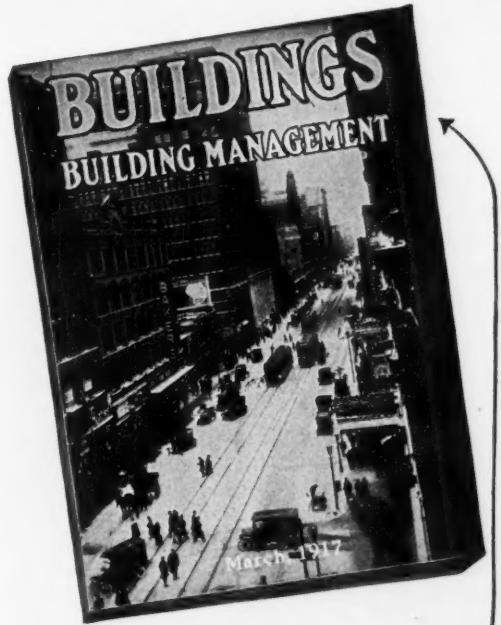
High Efficiency Maintained

Too much cannot be said of the morale of the operating room forces during these days of trial and exasperation. In several instances operators at the switchboard knew that their homes and possibly their entire possessions were being destroyed, and never once did they halt or even let up in their work. The finest spirit of cooperation imaginable obtained thruout the entire time.

Meanwhile, the boys in the central office were being given a chance to show what it meant to work at their greatest efficiency. The fire had scarcely crossed Edgewood Avenue when subscribers' lines began to go into trouble by the hundred. It was soon realized that there was no possible way to plug up all of the permanent signals, therefore it was decided to pull the heat coils on every line as soon as it went into trouble. When the fire was finally brought under control the heat coils were out of 1,500 lines.

The placing of 46,500 signal plugs in the switchboard multiple jacks is no small task. If these plugs had not been on hand it would have been impossible for the operators to distinguish working lines from those put out of commission by the fire, and great confusion would have been added to the already heavy traffic.

Our company relieved the Red Cross of the burden of locating loved ones who had lost each other in the confusion. This was handled by the local office, and early Tuesday morning the work was well under way. The following notice was placed in the Atlanta papers, "Lost Persons and Persons with New Address Which They Wish Announced, Telephone Southern Bell Telephone & Telegraph Company's Emergency Bureau, Main 9910." There were four men to handle these calls, and information was taken of temporary locations or of articles lost and found. A card index file system was made, showing subscribers' old addresses, call numbers, new locations, and telephone numbers at new locations, if any.



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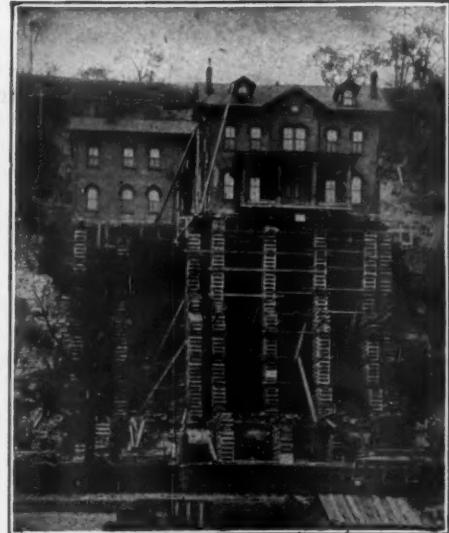
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ADDRESS OF PRESIDENT KLUMPH

(Continued from page 122)

least one club that has adopted the suggestion contained therein.

There have been many things which we have realized might be done and we know there have been many things left undone, because of lack of sufficient income.

There is pending before this convention a constitutional amendment to increase the annual dues. While we have kept within our income this year, our experience has taught us that Rotary will be a better investment for each individual on a basis of \$2.00 per year than it has been on a basis of \$1.00, and speaking for the administrations of the future, I earnestly trust that they may be given sufficient financial support that their burdens may be made lighter and their efforts more efficient.

I feel that no lengthy argument is necessary from me at this time, as the Ways and Means Committee, thru its Chairman, will make a complete report later on in the convention, but this one point I would call to your attention.

Ambitions for Rotary

Practically every man in this convention, at some early period in his life, was working for an income of perhaps \$900.00 per year, and it is unquestionably true that you and I might have continued to live the balance of our lives on an income of \$900.00, but let me ask you if you are not worth more to your business, to your community and to the Nation today at a salary of from four to forty thousand dollars per year than you would be if you were still continuing at your original wage. Rotary might continue on and on with the paltry per capita tax of \$1.00 per year per member, but its service would unquestionably be stunted to this same amount. We should be ambitious for Rotary. I want to see it perform a \$2.00 per capita service and later on I trust and believe that it will perform a \$5.00 per capita service. The final question is, have we ambitions for Rotary's future or shall we impede her further progress?

Looking into the future—my first desire would be to see a great improvement in the cooperation between the local clubs and the Association. There are still too many clubs with a narrow vision of Rotary, self satisfied unto themselves and

confining their ambitions entirely to their own club. This is not the fault of your International Board, but rather a lack of endeavor on the part of the local club and officers to cooperate with fellow clubs.

With an increased income the administrations of the future should establish a closer personal acquaintanceship with the individual clubs and in this way render more direct service. There should be a realization that Rotary is greater than any one man in it, or any single club; that it is not a local movement, nor is it a national movement, but a world force which has taken on an impetus that cannot be diminished, and I am possessed of sufficient courage to say that if the day ever comes when a local club insists on considering itself greater than a world force, Rotary will retain more of its self respect if it shows the courage to cancel such a charter and establish a club in that community that will properly cooperate with the hundreds of other clubs.

Dual Memberships

I cannot pass without speaking of another problem that is proving somewhat of an aggravation—dual membership in other organizations patterned after Rotary.

We have refrained, up to the present time, from recommending constitutional legislation that would prohibit, or automatically drop, the member of Rotary who subsequently allies himself with another similar organization, but I think each Rotary club would do well to establish the understanding that the sincerity of any member will be seriously questioned who seeks to carry water on both shoulders by swearing allegiance to a similar organization.

This statement is not a reflection upon the other organizations who have adopted plans similar to Rotary, for my advice to them would be to do likewise and frown upon any member of their organization who, while holding a membership in such, would endeavor to carry water on both shoulders by joining, at the same time, a Rotary club. No man can successfully serve two masters at the same time.

In the future I think the leaders will do well to face squarely the question of proper ethics between members pertaining to the exchange of business and I would, once and for all, stamp out the assertion

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that Rotary in any degree sanctions the use of a membership in this organization for selfish purposes.

This is a business age. Nations are measured by their commercial greatness, cities are measured by their commercial and industrial progress, and therefore it is but natural that one great service the individual can give to his community is to establish a successful business. Rotary wants every man to succeed. It particularly wants the members of Rotary to succeed in their business, but it has always been my belief that Rotary teaches the science of properly utilizing acquaintance that only thru character and service should a man anticipate business success.

Rotary teaches that splendid motto: "Give to the world the best you've got and the best will come back to you." Rotary should further teach that a man to succeed in business must, first of all, excel in his chosen field of endeavor; next, he must be a good servant to his community. By this is meant that every man should take an active part in one or more of the civic and charitable organizations, his individual trade organization, and be a factor in the educational and artistic development of his community, and when a man shall have done these things, he will find no necessity for joining even a Rotary club for the purpose of extending his sales.

Rotary and the Individual

Rotary helps the individual in business in a proper way and thru the following channels:

First: The privilege of extending his acquaintance and coming into close fellowship with the leaders of his community.

Second: It inspires him with an ambition for service.

Third: It prepares ways and means by which he can be of service.

Fourth: Rotary, in general, gives each individual member the opportunity to let his light so shine before men that they may see his good works and glorify in his business success.

I must not pass without sounding a note of warning of the great test upon Rotary at this time as to her service to each nation during the war. When this struggle shall be over, and I trust this shall be at no far distant date, I believe every individual and every organization will be

held to account for what they have done, and, to some degree, our future success will be measured by our much needed help to the nations to which we belong.

Immediately upon the declaration of war, your International Board gave quick attention to the question of our service. It was our ambition to find some one distinctive and important service that all clubs might render in unison. Suggestions were wired to us by many individual clubs, all of which were worthy, but we believed in the policy of making haste conservatively, with the hope of doing some one thing in a big way, rather than attempting to do too many things in a small way.

American Rotary War Work

The Secretary of War was appealed to. The advice which came back to us was that Rotary can do no greater service than to take some part in the nation-wide program of increasing food production. As a consequence, a very large number of clubs have done noble service along this line. The International Board convened in Philadelphia on April 17th and for two days discussed this problem, and as a result, suggestions were sent to every local club that another much-needed service would be to assist in getting the school boys enlisted in farm and garden work. Many clubs have done this work well.

A committee was appointed, consisting of Allen D. Albert, Frank L. Mulholland and Chesley R. Perry, to meet with the National officers of the Y. M. C. A. and discuss the probability of our joining with them in the work being carried on by that body in the Concentration Camps. This meeting was held and as a result we expect to be of considerable service to the Y. M. C. A. and this service will be not merely the raising of money. A further visit to Washington has developed into our becoming an ally of the Commission on Training Camp Activities, which is an official body established by executive order of the War Department. Details of how you are to assist in this work have been placed in the hands of the President and Directors of every club in the United States. This work gives promise of proving of the greatest possible value to the allied cause. If we can increase the efficiency of the American Army and Navy by a certain percentage, that may be the percentage needed to win the war.



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There will be other work from time to time for us to do. This is no period for side-stepping; we must bear in mind the words of President Woodrow Wilson, when he said: "This is not a war of armies, but a war of nations, in which every man, woman and child in the nation takes an important part." Thus all who are tilling the soil, working in the factories, assuming responsibilities in selling war bonds and raising funds for Red Cross, etc., are soldiers to no less degree than those patriotic sons who don the olive drab and who shoulder the Springfield or the Lee-Enfield.

I think it might be well for each individual club to proceed on its own initiative to render such service as may be required locally and hold itself in readiness to respond to the call of the International Association for such other service as we can render in unison.

A Happy Year

While I shall continue to preside for a few hours longer, yet I feel that this message practically closes my administration. It has been a wonderful experience and in spite of the great burden and the sacrifice of business and family, it has brought me much happiness and sunshine. In the eleven months in which I have served you, I have visited the Rotary clubs of forty-seven cities, from Toronto on the north to Havana on the south, and from Boston on the east to San Francisco on the west, and the misfortune might at some future time deprive me of my modest wealth, I would still be rich in the friendships made and the memories of my pleasant experiences as your International President. I am happy in closing with the thought that in so far as I know, I have not made one enemy. There has not been, during the entire year, an unhappy friction with any club or member. You have all been very charitable with me, for I know you have realized that I have given the best I had to you.

There are no words which will express my gratitude, but I shall always live with the hope that I may, by my service to Rotary, repay some of the great debts I owe. I cannot refrain from speaking particularly of the loyalty and support that has been given me by our past International Presidents. Their logic and will-

ingness to serve have made my burdens much lighter.

And I would be failing in my duties were I not to mention the hearty support that has been awarded me by our efficient International Secretary, Chesley R. Perry, and every employe in the headquarters office in Chicago. When the hour shall come for me to bid farewell I can feel now the lump that will come to my throat and the tremor that will be in my voice when I grasp the hand of Ches Perry. In touch with him constantly each day, either by mail, telegraph or phone, we have worked and struggled together, quarreled and differed and yet always with the full knowledge that we were working for a common cause, and if no further remuneration were to come to me for all the work I have done for Rotary during the past four years, I would feel fully repaid in the knowledge of that deep and everlasting friendship with Chesley R. Perry.

The Vice-Presidents and Immediate Past President Allen D. Albert, constituting the remainder of the Board, have served you faithfully, loyally and well, and my final prayer is that we shall go from this convention better Rotarians, more convinced of the potentiality of our organization and with a determination to work shoulder to shoulder, free from jealousies and friction, that we may place the banner of Rotary on the loftiest heights where it may, spread by the breezes, proclaim to the world its constant willingness for service.

Rotary and Peace

And when the bugle shall sound taps for the last fallen soldier in this great world's struggle and the death dealing instruments of war shall be forever laid aside and in their place we shall again take up the more useful vocations, we will face our greatest opportunity by bringing into the folds of Rotary the flags of every civilized nation thruout the world, and as we drape them around our convention halls, what an inspiration it will be to see entwined with the flags of Great Britain, Canada, Cuba and all other nations, the flag of that nation which we hope and believe will do much toward bringing about a permanent peace, the beloved and honored Stars and Stripes, the flag which is the Mother of Rotary.



MURAD
THE TURKISH CIGARETTE

**REMEMBER—Turkish tobacco is the world's
 most famous tobacco for cigarettes.**

*Judge for yourself—Compare "Murad" with
 any 25 Cent Cigarette*

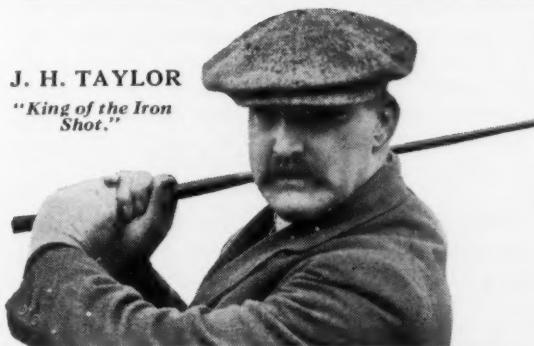
Anargyros
 A Corporation

*Makers of the Highest Grade Turkish
 and Egyptian Cigarettes in the World*



J. H. TAYLOR

"King of the Iron
 Shot."



**J. H. Taylor Model
 GOLF CLUBS**

The many prize-winning models used by
 the "King of the Iron Shot" are reproduced
 exclusively in this country by the

BURKE GOLF

Company. None genuine without the J. H.
 Taylor autograph.

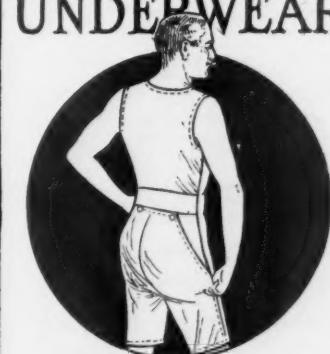
If your dealer does not
 carry Taylor models,
 write for our Golf Book
 —Free.

The Burke Golf Co.
 51 Manning St.
 Newark, Ohio



Model "J"
 Taylor's
 Famous Mashie

**DELPARK
 UNDERWEAR**



100% Satisfaction to
 the wearer. Join the
 Comfort ranks.

*A Rotarian Product
 for Particular Men*

*Made by DELPARK, Inc.
 Bedell Parker, President
 B'way at 31st St., N. Y.*

You will be serving your advertisers if you will mention THE ROTARIAN when writing them.

Annual Report of Secretary Perry

Presented to the International Association of Rotary Clubs at the Eighth Annual Convention at Atlanta, June, 1917

YOUR Secretary has been altogether too busy during the past thirty days to attempt to prepare a comprehensive report upon the affairs of the Association. As the other International officers, committees, etc., have been very active this year doubtless all the affairs of the Association will be fully covered in their reports, and, therefore, we will make the Secretary's report more or less the presentation of statistics.

Extension Work

This work has been carried on in the established manner, the Secretary's office cooperating with the District Governors in the organization and affiliation of new clubs.

Growth in Number of Rotary Clubs

| | |
|--|-----|
| Rotary Clubs affiliated 15th June, 1917..... | 311 |
| Clubs organized and ready for affiliation..... | 20 |
| | |
| Total number of clubs organized 15th June, 1917..... | 331 |
| Rotary Clubs affiliated 15th July, 1916..... | 247 |
| Clubs organized and ready for affiliation..... | 10 |
| Total number of clubs organized July, 1916..... | 257 |

Net gain in number of clubs in one year..... 74

Clubs by Countries

| | |
|---|-----|
| Rotary Clubs in U. S. A. 15th June, 1917..... | 302 |
| Rotary Clubs in U. S. A. 15th July, 1916..... | 230 |
| | |

| | |
|---|----|
| Gain in number of American clubs..... | 72 |
| Rotary Clubs in Canada 15th June, 1917..... | 15 |
| Rotary Clubs in Canada 15th July, 1916..... | 13 |

| | |
|--|----|
| Gain in number of Canadian clubs..... | 2 |
| Rotary Clubs in British Isles 15th June, 1917..... | 13 |
| Rotary Clubs in British Isles 15th July, 1916..... | 13 |

| | |
|---|---|
| Gain in number of British clubs..... | 0 |
| Rotary Clubs in Cuba 15th June, 1917..... | 1 |
| Rotary Clubs in Cuba 15th July, 1916..... | 1 |

| | |
|--|----|
| Gain in number of Cuban clubs..... | 0 |
| Total gain in number of clubs in year..... | 74 |

Membership Statistics

| | |
|---|--------|
| Total membership of Rotary Clubs 15th June, 1917..... | 32,600 |
| Total membership of Rotary Clubs 15th July, 1916..... | 27,000 |
| | |

Gain in total membership in year..... 5,600 or 21%

Financial Statistics

| | |
|--|-------------|
| Total income of the Association for year ending 30th June, 1917..... | \$27,836.90 |
| Total expenses of the Association for the same period..... | \$28,829.53 |

| | |
|---|-------------|
| Excess of expenses over income..... | \$ 992.63 |
| Total income of THE ROTARIAN for the year ending 30th June, 1917..... | \$57,497.60 |
| Total expenses of THE ROTARIAN for the same period..... | \$55,224.38 |

Excess of income over expenses..... \$ 2,273.22

Net excess of all income over all expenses..... \$ 1,280.59

Owing to the fact that the fiscal year ends on 30th June, while the convention to which this report must be made has been held during the month of June, it has been necessary to estimate income and expenditures for the current month.

Attached to this report is the preliminary statement prepared by our auditors, Messrs. Barrow, Wade, Guthrie & Company, and after the close of the fiscal period the usual audit of the books and preparation of the annual statement will then be made.

There have been six meetings of the Board of Directors of the Association, and very busy meetings they have been.

There have been 56 ballots by mail by the Board of Directors.

The Secretary's staff at Headquarters now numbers 26, being an increase of 9 people during the past year. This increase has been absolutely necessary in order that the most efficient service might be rendered to the Association and its member clubs. The departmentizing of the work in the Secretary's office is being carried on as rapidly as the income of the Association will permit.

New Publications

The four educational pamphlets, adopted at last year's convention, have been issued in a booklet called "A Talking Knowledge of Rotary."

A special 20-page pamphlet, giving a brief historical sketch of Rotary, has been prepared and issued.

Also a 16-page Manual of Information for Presidents and Secretaries of Rotary Clubs.

Also a 12-page pamphlet containing the reports of the Inter-City Relations Committees of the past two years.

The Proceedings of the 1916 Convention were gotten out in a cloth bound volume of over 500 pages.

A glossary of over two hundred words, phrases, abbreviations, etc., used in Rotary has been prepared in typewritten form, and probably later will be revised for printing.

No Rotarian Can Afford to Go Without a Vacation

It's false economy to begin saving at the cost of health.

When it comes to a vacation, the best is none too good—and the best doesn't mean the most expensive, —Colorado for example.

Go where you can get the most diversion and nerve rest, —ask any physician if that advice isn't sound,

—and Colorado admittedly offers far more diversion than any other vacation land in America,

—plus the most wonderful scenery and the widest variety of sports in the world,

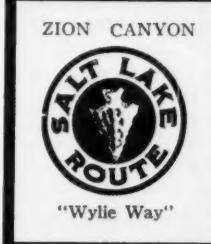
—plus the far-famed, invigorating, nerve-resting Colorado air.

Try Colorado this summer and go via the Rock Island Lines.

See nearest representative, passenger department Rock Island Lines for rates, information, train schedules, or write

L. M. ALLEN, Passenger Traffic Manager
ROCK ISLAND LINES
La Salle Station, Chicago

Safety and Service First



"Utah's Wonderland"

Reached via

Salt Lake Route

From Lund Station

Grand Auto Trip of 102 Miles

For rates and descriptive literature address

Wm. Warner, A. G. P. A.
Salt Lake City, Utah



*You
Can
Lease
a Site
for a
Summer
Home
in the Great
North Woods for
From \$2 a Year Up*

There are hundreds of tracts of lands in the Forest Reserves on beautiful Northern Wisconsin lakes adjacent to the Chicago & North Western Ry. in the Great North Woods in which one to five acres can be leased for one or five years, subject to renewal for a similar period.

Sites for erection of tents can be leased for \$2.00 a year for an individual or \$5.00 for a family.

Write for new folder "Summer Outings." It tells all.

C. A. CAIRNS, G. P. & T. A.

CHICAGO & NORTH WESTERN RY.
117 226 W. Jackson St., Chicago

Other Work

There has been, of course, a great deal of other work which could be recited in detail were there time to prepare the recital. The Secretary's office has been kept unusually busy during the past few weeks, owing to the uncertainty that developed regarding the holding of the 1917 convention, and by the demands made upon the office for cooperation in war work measures. It is believed, however, that all the other important phases of the work of the year will be covered by the reports of the other International officers and of the committee of the Association. It may be well, however, to devote some time to setting forth some things regarding the official publication of the Association, our magazine, *THE ROTARIAN*. The cooperation of our managing editor has made the following review possible at this time.

The Rotarian—Editorially

The editorial policy of making *THE ROTARIAN* primarily a magazine of Rotary for Rotarians has been adhered to. In addition, there has been a studied effort to make a magazine of interest aside from its Rotary aspect. The editor and his staff have been ably aided by the advice and cooperation of the International Directors, faithful club correspondents, and many Rotarians acting in an individual capacity. It is believed that these efforts have been successful and that *THE ROTARIAN* has maintained a steady improvement. The magazine is the best proof of what has been accomplished.

Managing Editor Kellar has been able to devote practically all of his time to the magazine during the last year, and this extra assistance to the Secretary-Editor has made it possible to get out a better balanced and more interesting magazine, one that shows the results of more careful thought taken in planning and producing.

When President Klumph, early in his administration, inaugurated a systematic campaign of education as to Rotary among Rotarians, he included as part of this campaign the effort to bring about a more regular reading of *THE ROTARIAN*. It was felt that better acquaintance with their magazine would convince Rotarians that it was worth while and could become to them very helpful in their desire to get the best out of their membership in Rotary.

That this estimate of the worth of the magazine was well based is proved by many letters received at Headquarters from Rotarians and from Rotary clubs in the last few months. Some of these letters have been unqualifiedly complimentary, some have offered valuable suggestions for improvement, and a few have been condemnatory. A few of these opinions are quoted. Five members of one club write these five opinions:

"It seems to me that the benefits derived from *THE ROTARIAN* are not commensurate with the cost of the International Association. I feel that I am pretty thoroughly imbued with the Spirit of Rotary and I think that a large number of the articles published are not of a great deal of interest or benefit to the members. I think furthermore that the money could be more profitably employed in Rotary extension through other channels. It also seems to me that it would be better to publish the same quarterly, if it is thought best to continue the publication, and endeavor to secure stronger articles of general interest to Rotarians."

"To my mind *THE ROTARIAN* is one of the best business magazines in existence, and if every member reads his magazine carefully it cannot help but inspire him to bigger and better things and make him realize what a wonderful force for good Rotary is exerting in the world."

"The publication should be maintained approximately in its present form."

"My only regret is that I haven't more time to give it, for I feel that it has each month a large amount of very interesting matter. Long may its publication be continued."

"I consider it a wonderful magazine, and even though it may not be read thoroughly by all members of the club, still I feel that the money paid for it each year is well expended, as the ones who do read this magazine are benefited greatly therefrom."

These five opinions from five members of the same club are quoted to show the variety of opinions regarding the magazine, and also to indicate something of the nature of the problem which the editor and his staff have to solve in their efforts to produce a magazine that will have some appeal in it to every Rotarian.

Few Favor Radical Changes

We have received similar letters from nearly 400 individuals and from eighteen clubs within the last few months. Not more than half a dozen advocate a radical change in the method of handling the magazine. The great majority contain expressions of approval. Many of them give constructive criticisms of value.

It always has been the policy of the Secretary-Editor to seek to learn what

Chipman Knit Pick of Hosiery



Chipman Knitting Mills
Easton, Pa.

"C & C"
(Cantrell & Cochrane)
Ginger Ale

The
Champagne
of Ireland

Over fifteen
centuries ago
St. Patrick's
Well in Dublin
was famous
throughout
Ireland.

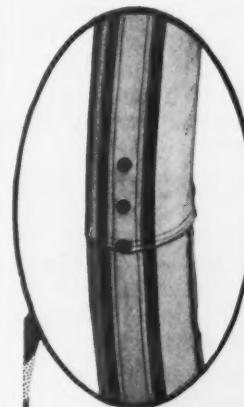
Today the
waters of this
historic well are drunk the world over in "C & C"
Ginger Ale.

"C & C" has the life, the sparkle, the delicious
crispness of champagne, without the fire.

See that you have "C & C" at the Club weekly
luncheon and the monthly dinner and order in a dozen
of "C & C" for your home.

Made by CANTRELL & COCHRANE, Ltd
(Established 1852)
DUBLIN & BELFAST

Agents for U.S.A., Messrs. Edward & John Burke,
Ltd., 616-620 West 46th St. NEW YORK.
who will give full information to Rotarians as
to nearest point from which to obtain supplies



Style and Protection

from deterioration
is the result when
spare shoes are
covered by

The ALLEN TIRE CASE

A durable, close-fitting tire cover
made in all styles, all sizes and
every color to suit your own ideas.

Price, \$3.00 and up

At Your Dealer's

Interesting booklet free on request
THE ALLEN AUTO SPECIALTY CO.

16 West 61st St., New York
2007 Michigan Ave.,
Chicago

**Since Columbus
Discovered America**

Some little progress has been made in the means of "getting there" on, over, or under water—but only one best way of "getting there" straight has been discovered—using a good compass. Whether you sail, motor or paddle you need the guiding hand of a **LEEDAWL COMPASS**

The only Guaranteed Jeweled Compass at \$1.00. Silvered dial, tempered steel point, screw top, white metal case, snap-in beveled crystal glass—exclusive features that cannot be found in any other compass selling at \$1.00.

Ask your dealer (Optician, Druggist, Sporting Goods) to show you the Taylor-made line of compasses—Ceebynite, \$3.00; Meradial, \$2.50; Lite-nite, \$2.00; Aurapole, \$2.50—a complete, handsome Made in America Line. If he cannot supply you or won't order for you send direct to us.

Write for folder or send 10 cents for book, "The Compass, the Sign Post of the World" **Taylor Instrument Companies**
Rochester, N. Y.
Makers of Scientific Instruments of Superiority
Dealer Taylor Made-in-America
Compasses are fast sellers. Write
for proposition today.

If you go to sea even in a Row Boat, get a compass

Rotarians think of their magazine and how they think it can be improved. This policy has been intensified during the last year, and the result has been such as to convince me that, in the main, **THE ROTARIAN** is satisfactory to Rotarians.

Kellar and I have a pardonable pride in the progress made in the appearance and the content of the magazine in the eleven months since my last annual report was made. We are not contented with the magazine, however. We do not believe it is as good as it can be made.

Improvement has been made in the art work and in the manner of "displaying" our goods. This progress is noted with pleasure and with a determination to make even more progress next year. There has been an improvement in the covers—the first thing about a magazine which appeals to the eye-sense. Some have appealed to some Rotarians and not to others; a few have pleased generally.

The cost of the art work—which includes the cost of having the engravings made—has averaged about \$125 per month. This unusually low expenditure was made necessary by the great increase in the cost of paper. The last few months the expenditure for art work has been greater—and the better appearance of the magazine shows it. More money was available because of an increase in revenue from the advertisements.

Wide Field Covered

The Secretary then submitted a brief analysis of the magazine for the last year showing the great variety of matters treated and the fact that there was something in it to interest every one. The articles covered a report of the Cincinnati Convention, important speeches at the convention, various activities of the Rotary clubs, salesmanship, community service, industrial villages, personal and business efficiency, banking, the metric system, hunting, welfare work in industrialism, the nationalizing of immigrants, health and diet, simplified spelling, municipal government, work among boys, historic Rotary, the presidency of the United States, conservation, relations between capital and labor, business ideals and visions, the making of a magazine, fire insurance, war service, the American Ambulance in France, the city beautiful, industrial chemistry, history, and Rotary news.

When consideration is given to the remarkably complex character of the membership of our great organization, it is not strange that **THE ROTARIAN** should fall short of pleasing everybody all the time. I believe there once was an editor that did please everybody, but he was rest-

ing on his back and had a glass plate over his face.

There are some who feel that the International Association of Rotary Clubs should undertake to develop its official publication into the greatest magazine in the world with a circulation that would run into the hundreds of thousands, or perhaps millions. It is easy to contemplate the thrill of satisfaction that would follow the accomplishment of such a feat, but in what or in whom lies the assurance of such a literary and financial success? Not every publication that has sought to conquer the world has succeeded in keeping on its course.

Communications received at Headquarters seem to indicate that we are developing the kind of publication the majority of Rotarians desire, and that **THE ROTARIAN** should continue to be a magazine of Rotary for Rotarians primarily and for others incidentally.

Looking Ahead

Therefore, the plans for the magazine during the coming year contemplate its publication upon the same general lines as in the past. Improvements will be made in the attractiveness of the publication as rapidly as funds are available for this purpose. We hope to have more money available for the art department, for illustrations, headings, better work on photographs, better cover designs, etc. Arrangements have been made to expand in this department when it seems advisable to incur the additional expense.

The July, 1917, issue will contain a report of the Atlanta Convention. Usually the printing is under way the 21st or 22nd of the month—the day the convention will close. Nevertheless, we expect to insert the story of the convention and have the magazine in the mails before the end of the month. (Note: This was successfully done.)

A number of articles in series are planned, in order to lend a continuing interest to the magazine, aside from its Rotary interest.

The histories of the clubs will be continued. The routine news from the clubs will be condensed, and more space will be given to unusual club activities, to an account of those activities which will interest, inform, and inspire other clubs.

There will be a series of attractively

Jansen wants to see you!
 at the famous Hofbräuhaus
 the greatest Restaurant in America
 30th Street & Broadway New York
 August Jansen



In the Heart of Chicago
Hotel Sherman
 Downtown Rotary Club Hotel
 Prices average one dollar per day less than
 those of any other hotel in America operated
 on the same plane of excellence. Every
 room with bath—\$2.00 a day and up.



HOTEL MAJESTIC NEW YORK

Overlooking Central Pk. at 72d St.
 Near to all that's desirable
 Far from all that's undesirable

Rooms \$2.00 and up Club Breakfasts

If you maintained a home in New York City you'd want nothing more than the Hotel Majestic affords. Atmosphere, service, comfort, location and surroundings—all ideal. Stop at the Rotary residential hotel next time you're in New York.

I'll be glad to send you a booklet and assure you my personal attention.

COPELAND TOWNSEND

Lessee-Director

Simple or De Luxe?

A SUCCESSFUL hotel has to be all things to all men. Different people have different kinds of wants.

We have made special efforts to have Hotels Statler well-balanced hotels.

If you want a roomy suite, with a grand piano in the living room, books within easy reach, and all the comforts of a luxurious home, it's here for you.

If you just want a room where you can sleep, bathe, and shave in comfort, write your letters and feel cozily at home, that also is here.

If you want something between the two, it is available.

But whatever the size and price of the room, it has its own private bath, circulating ice-water, and the extra conveniences for which Hotels Statler are famous.

HOTELS STATLER

Buffalo

Cleveland

Detroit

St. Louis

Hotel Pennsylvania, New York City, (now building) will be Statler Operated.

illustrated articles on one of the most romantic of subjects, the mobilizing of an army of tar babies, being the story of how chemistry has found a way to utilize a thousand by-products of coal tar.

Another series will be the impressions of a member of the American Ambulance in France.

A series on the truth about advertising, in which advertising in its various aspects will be discussed, is planned.

A former circus man, now a member of a Rotary club, will write a series of reminiscences of circus life and business.

An electrical engineer is writing a series of articles on the wonderful things accomplished by chemistry as the result of putting Niagara Falls to work and developing a usable electric heat far greater than ever dreamed of before.

There will be a series of articles on reforms needed in legal procedure in the United States.

Another series will take up different foods and their production.

The war and the part which business is playing in it will be the subject of another series.

A few articles will be purchased from professional contributors upon subjects not adequately covered by the manuscripts supplied by Rotarians.

The magazine will be improved in every way just as rapidly as the revenues furnish the funds that will make improvements possible.

The Advertising Department

Thanks to the efficient and persistent work of Advertising Manager Frank R. Jennings, we have made a marked gain in the department of advertising during the past year.

THE ROTARIAN is today more strongly established as an advertising medium and we have a larger subscription list and a larger percentage of regular readers amongst our subscribers. We have a constantly improving class of advertisers and we have made a marked improvement in the layout and make-up of our advertising pages. We have made more headway in securing recognition from the advertising agencies than in previous years. Most significant of all is the fact that over 75 per cent of our 1916 advertisers renewed their contracts for

1917. We have many more pages than we had a year ago and with the advertisers we now have we should be able to show another good increase during the coming year.

The interest manifested by the District Governors and other International officers as well as by other Rotarians not holding offices has been most pleasing and in many cases such interest has resulted in the sale of a considerable amount of advertising space—as an example, see the advertising of the Third District section in the April issue.

In Conclusion

The past eleven months have been another glorious period of service for your Secretary and his faithful assistants at the Headquarters office. We have realized to the full the remarkable devotion of President Klumph and all the many other International and local officers and Rotarians, who are giving so generously of their time to the cause of Rotary. It has been a period of progress and development, of better understanding all around, and of the making of plans for the future of Rotary, which as the years go by must prove to be plans of great wisdom and far-sightedness. Words cannot express the gratitude which we feel in being permitted to serve this great organization, nor the additional gratitude which we feel toward our indefatigable International President and all his associates.

Respectfully submitted,
CHESLEY R. PERRY,
Secretary.

FINANCIAL STATEMENTS

Accompanying Secretary Perry's report was a detailed report by the auditors for the year ending June 30 (the month of June being estimated); also a report by Treasurer Rufus F. Chapin. A digest of these reports follows:

The income of the Association (not including THE ROTARIAN) amounted to \$27,836.90. Of this amount \$27,014.26 was received from the per capita tax, \$714.91 from interest, and \$107.73 from other sources.

The expenses for the Association work (not including THE ROTARIAN) amounted to \$28,829.53, or \$992.63 more than the

Classified Business Directory

PATENTS

CANADIAN FETHERSTONHAUGH & CO., PATENT
Solicitors, the old established Canadian firm, Ottawa office 5
Elgin St., Member of Ottawa Rotary Club.

PATENTS IN CANADA. HERBERT J. S. DENNISON,
Toronto, Canada, Patent Expert. Over 20 years' experience
in Patents and Practical Engineering.

PIPE ORGANS

HENRY PILCHER'S SONS OF LOUISVILLE, KY., MAN-
UFACTURE Pipe Organs for Churches, Auditoriums and Resi-
dences, according to Rotary standards. Correspondence
invited.

RADIATOR VALVES

"DOLE" BALL-BEARING PACKLESS RADIATOR
Valves for Steam, Hot Water and Modulating Systems. Dole
Valve Co., 208 North Fifth Ave., Chicago.

ROTARY FLAGS

OFFICIAL ROTARY FLAGS SHOULD FLOAT FROM
the flagstaff of every Rotary Hotel and meeting place. Made
in all sizes according to the official design as adopted by the
International Association of Rotary Clubs. Write for particu-
lars. Carnie-Goudie Mfg. Co., Rotarians, Kansas City, Mo.

"Wait a Minute, Please."

Just as soon as a Milk Dealer adopts the



his business commences to increase—and
"Wait a minute, please; I want you to
start serving me" will become a daily
occurrence, and it should be so, for the
Perfection Pull Cap is a decided improve-
ment and merits patronage.

If any, the difference in cost is so trifling,
compared to the advantages, that it isn't
worth considering, but—the chance of
improving one's business should always
be considered.

Write us for the name of your nearest Dealer

HAGERSTOWN CAP COMPANY

Department H. HAGERSTOWN, MARYLAND
New York Office: 1000 Childs Building
108-10 West 34th St.



I'LL GET THE MONEY FROM THE MAN WHO'S GOT YOUR GOODS

Personal service has built up my large and satisfied
clientele among mercantile concerns all over the coun-
try. I know how and what to do—and I do get your
money for you! Send for a free pad of my collection
forms and let me show you.

William Meyer, Manager
(Rotarian)

United Mercantile Company
Empire Building PITTSBURGH, PA.

MAKING CANDY

is my business. If
selling candy is
yours, perhaps we
can get together
to our mutual
profit.

PAUL F. BEICH

Rotarian
Pres. Paul F. Beich Co.
Chocolate and Candy Makers
Bloomington, Ill. Chicago, Ill.

income. This was made up of the following items:

| | |
|--|-------------|
| Expenses of president's office..... | \$ 2,202.42 |
| Expense of vice-presidents' offices..... | 577.98 |
| Expense of board of directors..... | 1,493.21 |
| Expense of secretary's office: | |
| Salaries..... | \$ 5,469.50 |
| Clerical service..... | 3,419.71 |
| Postage..... | 598.73 |
| Printing and stationery..... | 205.24 |
| Supplies..... | 482.87 |
| Telegraph and telephone..... | 146.75 |
| Express..... | 26.76 |
| Traveling..... | 115.30 |
| | 10,464.86 |
| Expense, General: | |
| Depreciation on furniture..... | \$1,210.00 |
| Rent and office expense..... | 1,721.65 |
| New Members' Letters..... | 1,864.08 |
| Bound volume of Extension Work..... | 1,658.56 |
| Publicity..... | 39.61 |
| Stunts..... | 112.25 |
| The News Bureau..... | 139.66 |
| The Weekly Letter..... | 2,554.66 |
| Trade and Professional Sections..... | 979.18 |
| Miscellaneous..... | 717.20 |
| | 10,996.85 |
| Expense of district..... | 1,105.95 |
| Expense of committees..... | 488.74 |
| Multigraph Department..... | 317.57 |
| Binding THE ROTARIAN..... | 104.20 |
| Convention proceedings book (1916)..... | 60.03 |
| Miscellaneous..... | 17.72 |
| Reserve for contingencies..... | 1,000.00 |
| Total expense..... | \$28,829.53 |

The Rotarian

The total income of THE ROTARIAN amounted to \$57,497.60, of which \$29,733.67 came from subscriptions and \$27,763.93 came from advertisements. The total expense of THE ROTARIAN amounted to \$55,224.38, the net income being \$2,273.22. The expenses of the

magazine were made up of the following items:

| | |
|--|-------------|
| Mechanical production: paper, ink, composition, printing, binding..... | \$28,448.83 |
| Art work: photographs, drawings, plates..... | 1,750.50 |
| Circulation: | |
| Postage..... | \$2,181.51 |
| Salaries and clerical..... | 1,444.32 |
| Wrappers..... | 218.82 |
| Express..... | 100.98 |
| Supplies and general expense..... | 189.92 |
| | 4,135.55 |
| Advertising Department: | |
| Salaries..... | \$2,773.00 |
| Clerical..... | 1,389.82 |
| Postage..... | 386.95 |
| Printing and stationery..... | 337.70 |
| Supplies..... | 213.14 |
| Telegraph and telephone..... | 131.89 |
| Traveling..... | 444.29 |
| Commission..... | 2,337.44 |
| Discounts..... | 387.06 |
| Expense, General..... | 437.69 |
| | 8,838.98 |
| Editorial Department and Overhead: | |
| Salaries..... | \$5,764.53 |
| Clerical..... | 3,045.79 |
| Postage..... | 411.36 |
| Printing and stationery..... | 272.49 |
| Supplies..... | 260.18 |
| Rent and office expense..... | 1,662.24 |
| Auditing..... | 104.38 |
| Bank exchange..... | 68.38 |
| Expense, General..... | 461.17 |
| | 12,050.52 |
| Total expense..... | \$55,224.38 |

Treasurer Chapin reports that \$10,000 of the general fund surplus is invested in 6% bonds; and \$2,000 of the relief fund is invested in 5% and 6% bonds. The total relief fund amounts to \$2,133.87 in bonds and cash. The total extension fund amounts to \$501.97 in cash. The cash balance in the general fund, May 31, amounted to \$4,546.92, and the general fund bonds to \$10,000.

NOTES OF THE ATLANTA CONVENTION

Senor Zeferino Dominguez, the "corn king of Mexico," who has been living in the United States for some time because Huerta didn't want him to be in Mexico—alive—was one of the most interesting figures of the convention. Senor Dominguez has recently been invited by President Carranza to return to Mexico and establish a department of agriculture. During his sojourn in the United States he has been preaching the doctrine of scientific and efficient agriculture. He attended the convention as the guest of the Chicago Rotary Club. He has made the Majestic Hotel in Chicago his headquarters for some time, and not long before the convention gave his motion picture lecture on scientific corn breeding, seed selection, testing, soil preparation, etc., before the Chicago Rotarians. Tuesday afternoon at Atlanta, Senor Dominguez gave this lecture at the Rialto theater, and the audience sat fascinated thruout the performance. The four-reel film was a complete educational course, which could be understood and grasped even by children. The Senor put his lecture into moving pictures with the hope that the Department of Agriculture of the United States and the various agricultural departments of the states might be prevailed upon to make use of it in their educational campaigns.

Vocational Section Attendance Winners: Nearly 1,200 Rotarians attended the 195 meetings of the vocational sections Tuesday afternoon. These meetings were one of the best features of the great convention. The trophy for the largest section attendance was won by the fertilizer section, with an attendance of 20 per cent of all Rotarians in that section. The assayers and chemists were second, with an attendance of 19.4 per cent; the attorneys were third, with an attendance of 13.9 per cent. In point of numbers present, the attorneys were first with an attendance of 45; the newspapers were second with 44 present; and the telephone section was third with an attendance of 30.

* * *

Tennis tournament winners: M. P. Ficks of Phoenix won the singles and the silver cup presented by the Spartanburg (S. C.) club. Sam Neel and George Relf of Salt Lake City won the doubles and the cup presented by the Knoxville (Tenn.) club.

* * *

International Secretary Perry was presented with a great bull moose head by the Rotary Club of Fort William and Port Arthur, (Ontario), to adorn the walls of his office at Chicago.

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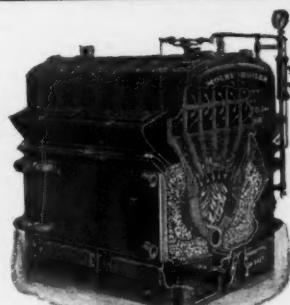
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Clubs Busy at Patriotic Tasks

Activities of Rotarians naturally turn to those things the doing of which will help the Allies in the struggle for the freedom of the world

The dominant note of exalted patriotism and the earnest desire to render the most efficient patriotic service, that was sounded at the Atlanta Convention, was the reflection, in a fashion, of the same note that had been sounding in the local activities of the American Rotary clubs, and that undoubtedly will continue to be sounded in a far greater degree as a result of that convention.

In the placing of the Liberty Loan bonds, the clubs have had a considerable part. The following quotation from a letter written by Rotarian W. D. Biggers to International Headquarters, regarding the manner in which Detroit Rotarians worked on this proposition, is illustrative of the character of work performed by a great number of the Rotary clubs in the United States. Space limitations prevent the publication of the details of the work of all the clubs, but the activity of the Detroit boys is a splendid example of how they all performed such effective service. Rotarian Biggers writes:

Service, business efficiency, and salesmanship have again been exemplified in the recent canvass of the Detroit Rotary Club for the Liberty Loan.

Realizing that a full man's job was before us, the Liberty Loan Committee, with headquarters at the Detroit Board of Commerce, appointed team captains of "Liberty Loan Salesmen" to canvass the city. Seven of these captains were appointed from the Detroit Rotary Club. President Howard A. Coffin realized that this was an opportunity for Service, not only for the seven captains, but for every man in the Rotary club. Therefore our entire club was divided up and assigned to these seven teams. For ten days we had luncheon every day, at which the teams met and daily reports were made, and at every one of these luncheons there were from 65 to 195 Rotarians present.

Last evening (June 12) we made our final report, showing that the Rotary club had brought in 4,603 subscribers to the Liberty Loan, for a total of \$1,535,000.

Every Rotarian is a better citizen today, a better patriot, and a better Rotarian than he was ten days ago, because of the intensive service that he has given during the last few days.

I trust that this synopsis of our work will be an inspiration and an example to every Rotary club in the country, for we are only at the beginning of this ruthless war and we will all be called upon for Service after Service; the Detroit club feels that it has only begun to serve

and stands ready for the next call, whatever that may be.

* * *

Albany, N. Y.: The Rotary club has subscribed for \$1,000 of Liberty Bonds to be paid for out of the treasury funds. This is in addition to the subscriptions by individual members.

* * *

Alliance, Ohio: The Rotary club has a ten-acre potato field on the farm of Geo. Oyster just west of the city. The members know something now about the work entailed in growing potatoes. —They went out to the farm to cut the seed and decided that potatoes for ten acres had enough eyes to see everything in creation. The task was turned into a frolic that caused everyone to ignore the sore and often cut fingers. A prize was offered for the Rotarian provoking the most mirth and Howard Bohecker won it.

* * *

Champaign, Ill.: Cooperation in patriotic movements has featured the work of the Champaign club. This work has included: Observance of Independence Day under Rotary auspices, with Rotary president as presiding officer; a farewell by the club in a body to the 101 members of the second ambulance unit of the University of Illinois which left July 1 for France; cooperation in the Liberty Bond campaign; work in the Red Cross campaign, the club subscribing \$100. No local units shall be permitted to leave for camp or for the front without a Rotary delegation being on hand to express the appreciation of the community, if the plan of the Rotary club is carried out. . . . Rotarian E. C. English is making a record in the construction of the government aviation field in this county. Rotarian B. F. Harris is rendering service as vice-chairman of the Illinois Council of Defence.

* * *

Davenport, Iowa: A Patriotic Committee of twelve members, appointed shortly after the declaration of war, is handling all matters pertaining to war work. The twelve are all good Americans, representing nine different nationalities—Irish, Scotch, Canadian, German, Hebrew, Italian, English, Danish, American. An appropriation of \$500 was immediately voted to the committee. The first work was to get employers to placard their places of business with notices that employees enlisting would find their positions open for them upon their return. The next step was in the direction of increased food production, by urging the planting of all vacant lots; the committee is cooperating with the school authorities, the Scott County Farm Improvement League, and the Davenport Woman's Club; a handsome silver cup has been put up as a prize for the best school garden. The third step was the organization of a free employment bureau; this is under the supervision of a competent man; in about two months some 300 persons have found employment thru



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this bureau; vacant lots were listed with this bureau, and arrangements made to plow and cultivate about 80. Then came the Liberty Bond campaign; the club purchased a \$200 bond. Every member was registered as a member of the Red Cross and a club contribution of \$150 was made. Arrangements have been made to help the two local artillery batteries by donating \$50 each month to the mess fund of each, and \$25 a month to the regimental supply company, for a period of three months or less after they leave Davenport. This is to help them until their cooks and quartermasters learn how to manage army rations; also to supply them with suitable reading matter.

* * *

Denver, Colo.: The Rotary club has a "war chest." Members are pledging certain monthly cash payments. A committee will administer the fund to meet emergency calls for relief of suffering, Y. M. C. A., Red Cross, etc. It is expected that about \$1,000 per month will be available.

* * *

Elmira, N. Y.: Recent patriotic work by the Elmira Rotary club consists of the following: The club leased 30 acres of land upon which the members will raise potatoes; members spoke every night in the various theaters and churches in behalf of the Liberty Loan and volunteers for the army; the vaudeville member took his entire cast to the factories in behalf of the bonds and volunteers; the services of every member have been placed at the disposal of the local Home Defense Association and the governor; members offered to serve without pay in the state canvas; the club entertained the members of the four Grand Army posts in the city, and 100 officials of the Pennsylvania Railroad at a special luncheon featured by patriotic demonstrations.

* * *

El Paso, Texas: At a Liberty Loan meeting sixty members of the club subscribed for \$34,150 worth of bonds.

* * *

Greeley, Colo.: The newly organized Rotary Club put so much vim into the campaign for Red Cross funds that the county's quota of \$48,000 was almost doubled, the amount raised being nearly \$70,000. Six of the eleven team captains were Rotarians, and their six teams were largely made up of Rotarians; they outdistanced all others. The workers in the campaign were beginning to feel discouraged when the Rotary club had a dinner meeting for all the committee men, and put so much pep into the campaign that a whirlwind finish resulted.

* * *

Greensburg, Pa.: The Rotary club gave the community a real rousing patriotic meeting. Lieutenant Eugene E. Roberts of Buffalo, who served two years with the Canadian forces in France, was secured by the Rotarians to give a lecture on the war at a public meeting in the state armory. There were 800 in attendance, and every one was told, at first hand, of the war situation and conditions, in such a way as to arouse his patriotic desire to do his best.

* * *

Hartford, Conn.: The Rotary club, as an organization and thru its individual members, has subscribed for \$43,550 worth of Liberty

Bonds. Ninety-one per cent of the membership has subscribed.

* * *

Jersey City, N. J.: Without any opposition, the members of the Rotary club decided to turn over to the Red Cross, the first year's interest on the Liberty Bonds purchased by them. The needs of the Red Cross being urgent it was decided not to wait until the interest on the bonds was due and paid. The Rotarians turned over to the Red Cross, during Red Cross week, an amount equal to the amount they will receive after the end of the year for interest on their bonds.

* * *

Kansas City, Mo.: Fourteen teams of Rotarians, under the general direction of Chairman Wm. E. Schilling, made a canvass of the chief office buildings in a campaign to secure subscriptions to Liberty Bonds.

* * *

Louisville, Ky.: The club unanimously adopted resolutions, offered by Bob McDowell, protesting against the commercializing of the United States flag. The resolutions were:

"Whereas, our national flag, the Stars and Stripes, is the true emblem of our national life and should be our most cherished possession, entitled to the greatest respect and reverence at all times and in all places; and

"Whereas, in the midst of war there has been aroused throughout our land a wave of patriotic zeal and increased love for Old Glory, the sincerity of which should be encouraged and developed; and

"Whereas, this opportunity has been seized upon, in certain lines of manufacture and sale of various articles, including a number of articles of wearing apparel, with the national emblem made into or upon such articles and displayed in such a manner as to amount almost to desecration; and

"Whereas, many persons have thereby been led thoughtlessly into using and wearing such article, which is a cheapening of patriotism and an insult to the flag; so therefore be it

"Resolved, by the Rotary Club of Louisville, Kentucky, that we condemn the manufacture and sale of such articles and condemn the commercializing of patriotism and the misuse of the Stars and Stripes by any persons in any manner; and

"Resolved, that we hereby, sincerely and patriotically, renew our allegiance and sincere loyalty to our beloved flag and pledge ourselves to actively discourage and prevent, when possible, the misuse in any way of the Stars and Stripes; and

"Resolved, that we call upon all Rotary clubs in the United States, and every organization of men and women throughout the United States of America, to pass similar resolutions as these and take every step possible to safeguard Old Glory from misuse and insult."

* * *

Michigan City, Ind.: War activities have claimed much attention from the Rotary club. The members have stood back of the club's farm, which is planted in potatoes and beans; the proceeds will go to the poor during the winter. . . . Rotarian North is chairman of the local Red Cross chapter. The successful campaign for the city's quota of the Red Cross \$100,000,000 fund was due largely to the energy and enthusiasm of Rotarian Dr. F. V. Martin. . . . Rotarian Dr. E. G. Blinks is chairman of the Rotary committee to organize a Home Guard company.

* * *

Newark, Ohio: Rotarian W. C. Metz was chairman of the Bankers' committee which handled the Liberty Loan campaign for this



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county. The county oversubscribed its quota of \$475,000 by more than \$100,000. . . . Nearly every member of the Rotary club aided in the Red Cross campaign in which Newark and Licking county exceeded their quota of \$40,000 by more than one-fourth. Rotarian E. C. Wright was general chairman of the committee. Rotarians contributed materially to arousing the city and the farmers of the county.

* * *

New Orleans, La.: The Rotary club took a prominent part in the reception and parade in honor of William McAdoo, Secretary of the United States Treasury, upon his visit here in behalf of the Liberty Bonds. The Rotarians carried a 300-foot flag and with it caught subscription cards to the Bonds thrown by the people along the line of march. "Let George Do It" was disposed of effectually. As a climax to the parade, a stuffed figure labelled "George" was hanged. The Rotarians' efforts contributed greatly to help New Orleans exceed its allotted subscription quota by more than \$3,000,000. . . . The Ladies Red Cross auxiliary of the Rotary club has completed 100 garments and collected a substantial sum for the local Red Cross chapter.

* * *

Norfolk, Va.: In accordance with a resolution passed unanimously, each member of the Norfolk Rotary Club is expected to subscribe for at least one Liberty Bond, of \$50, and all of the subscriptions are to be entered as a whole in the name of the club.

* * *

Pensacola, Fla.: The Rotary club took an active part in the campaign to help the local Y. M. C. A. raise its allotment for the war fund to take care of the Y. M. C. A. activities in connection with army and navy training camps.

* * *

Pine Bluff, Ark.: A Red Cross parade, under the auspices of the recently organized Rotary club, was participated in by about 5,000 men and women of every creed. It was the first time the whites and negroes have marched together in a parade in the state. Governor Charles H. Brough was the chief speaker and called it the greatest demonstration of patriotism he had witnessed in Arkansas. It was part of the campaign to raise Red Cross funds. Pine Bluff exceeded by \$4,000 its allotment of \$50,000. Rotarian Whidden writes that the following item may serve to dispel an erroneous belief regarding the attitude of the southern whites towards the negroes: "People of other sections, not familiar with the attitude of the southerners toward the negro, probably would be surprised to see the consideration shown a blind negro mendicant in Pine Bluff. He is not only supported by gifts of the white people, but it is a common sight to see him being led across a busy street by white men. Rotarian Fred Foster, cashier of the Merchants & Planters Bank, was noted recently leading this darkey down the street; at the same time Fred was soliciting for the Red Cross." . . . The club has concluded a successful boys' and girls' garden contest as Rotary's contribution to the increased food production campaign. An indication of the interest taken in the contest by outsiders is the fact that when a non-Rotarian banker read that two of the boys were tied for third place, he contributed an additional \$10 for

the prize fund, so that each of the two boys might receive an award equal to the original prize for third place.

* * *

Racine, Wis.: The first community service rendered by the newly organized Rotary club, was to get solidly behind the Red Cross and guarantee to raise \$50,000. The subscriptions amounted to \$109,000. One of the ways in which the Rotarians worked was by half page newspaper advertisements, urging subscriptions to the Red Cross; the advertisements were signed by all the Rotarians.

* * *

San Diego, Calif.: Every member of the Rotary club is a member of the Red Cross. The San Diego Rotator says: "This shows the proper Rotary spirit, but don't let's stop with just paying dues. There's lots to be done besides contributing money."

* * *

San Francisco, Calif.: Every member of the Rotary club present at the second luncheon meeting in June subscribed for Liberty Bonds, the total amounting to \$56,000. This represented the subscriptions of the individual Rotarians in addition to subscriptions they already had made thru their firms.

* * *

Springfield, Ill.: The Rotary club had a military dinner in June, with the officers of the Sixth Illinois Infantry present and speaking.

* * *

Stockton, Calif.: At a fathers' day luncheon, each member who had become a father during the year was presented with a gift. The president announced that the club directors had subscribed for \$11,550 of Liberty Bonds.

* * *

Superior, Wis.: The last official act of the Rotary club, for the fiscal year just ended, was the purchase by the club of \$500 worth of Liberty Bonds. . . . The committee on work among the boys gave a large silk American flag to the school which made the best appearance in the patriotic parade held June 14.

* * *

Tampa, Fla.: The Rotary club disposed of \$358,750 of the first issue of the Liberty Loan bonds, almost doubling the mark set at the start of the campaign. The club membership was divided into ten committees, each one of which was given the name of one of the Allies. An intensive campaign to sell the bonds was waged for two days, June 13 and 14. The "Russian" committee led with a total subscription of \$104,050. The campaign started at a regular club luncheon at which representatives of each bank in the city were present. The club issued a stirring proclamation, printed in the form of a bond, with the membership of the ten committees given on the ten coupons attacht. The "bond" proclamation read:

"We are in war in defense of our rights, our liberties and our citizens. We are in war in order that you and I and every citizen of the United States may each go forth certain of his own soul and achieve all that we may honestly achieve, and do all that we may rightfully do, either here in our own country or on the high seas or in our dealings and intercourse with the peoples of friendly or neutral countries, without

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interference or assaults either upon our lives or our property by the armed forces of a foreign power.

"We are in war in order that representative government may not perish, in order that political liberty may not die, and in order that autocracy and military despotism may not encompass the earth.

"We are in war in order that the rights of small and neutral nations shall be respected and in order that the contracts, treaties and obligations of nations shall not be violated.

"We are in war in order that the awful cataclysm which has involved so large a part of the civilized world may be ended and peace restored, and when this is accomplished that we may keep our pledge to do our full part toward banding together the liberty loving nations of the earth in a league to enforce and maintain peace.

"President Wilson has said the first thing to do is to organize this nation. The first requirement of our Government in this stupendous task is money.

"Buy a Liberty Bond. Enlist or invest."

The proclamation was signed by the members of the "Sell a Bond Committee."

Wheeling, W. Va.: Rotary has been very active in patriotic work. The Rotarians contributed liberally to the Red Cross fund and helped to make Wheeling's subscription total \$177,000; they also subscribed liberally and otherwise aided in the Liberty Bond campaign, Wheeling taking more than \$3,500,000. . . . Eight Rotarians registered for the new American army. . . . Rotarian J. S. Jones, credit man in Stone & Thomas department store, a graduate of West Point and lieutenant when he left the army five years ago, has gone to Washington for army service. When war was declared he offered his service, was accepted and his rank raised to major. . . . Walter C. Smith, civil engineer, is in training for the engineering corps. President Ewing has arranged to have some Rotarian write every week to Jones and Smith.

Miscellaneous Club Affairs

Baltimore, Md.: A recent meeting notice was sent out on the letter head of the undertaker member, Jos. B. Cook. The chief event on the program was a talk by Dr. Leonard K. Hirshberg on the psychology of youth and how to keep young. Strickland Gillilan, the humorist, acknowledged receipt of the notice with a little card which said: "I'm a good Rotarian, but I'll be durned if I'll go to listen to a speech on how to keep alive, when the invitation is on an undertaker's letterhead!" The card was read at the meeting, to the great amusement of the members, and the local newspapers made quite a to-do over the affair.

* * *

Birmingham, Ala.: One of the pleasantest meetings this year was when the wives of the Rotarians dropped in upon them without notice. The wife of the chairman appropriated the gavel and took charge of the meeting, appointing a lady sergeant-at-arms and a lady secretary. Only the program committee had advance knowledge of the surprise. The ladies ran the meeting to the satisfaction of every one.

* * *

Elizabeth, N. J.: Recently the Rotary club had as guests President Thomas C. Shehan and Mark Townsend of the Jersey City club, and Charles McCord of the Passaic club. James G. Orr, formerly a member of the Jersey City club, was elected secretary of the Elizabeth club at this meeting.

* * *

Elmira, N. Y.: Elmira Rotarians have evolved a scheme to make Chemung county the "gladdest" county in New York. The Rotary club has set the entire county to raising gladioli, in yards, parks, around schoolhouses, along public highways, everywhere that the flowers will flourish. Along each highway entering the city, the club has planted flower beds sixty feet long, containing "glads," petunias, pines and hardy foliage; the beds are marked with attractive signs reading: "Welcome to Chemung County, the Gladdest in the State. Elmira Rotary Club."

El Paso, Texas: The movement for the establishment of the University of El Paso, which was inaugurated by the Rotary Club, has been successful. The Rotarians are greatly pleased and take a pardonable pride in their achievement.

* * *

Newark, Ohio: The manufacturers' and merchants' exposition, given under the auspices of the Rotary club, was a splendid success. It lasted five days; the attendance was 25,000; the gross receipts were nearly \$5,000; the amount cleared was \$2,200 which was divided equally between the Red Cross and the Y. M. C. A. There were 70 exhibits of the products of Newark and Licking county. Each day had special programs. Monday was Newark night, formal opening, band concerts, vaudeville. Tuesday was Denison University and Granville night. Wednesday afternoon and evening (Memorial Day) were patriotic sessions; the children of the orphans homes were entertained. Thursday night was the time for the Rotarians of Columbus and Zanesville; dinner in the Masonic temple; parade of Rotarians in fancy costume. Friday was High School night; minstrel entertainment by the students. Saturday was for the country people; a carnival at night; a neat sum was raised for war relief by "selling the clothes off the back of a beautiful masked lady." Patriotism was a dominant note of the exposition.

* * *

Oakland, Calif.: Five hundred children were guests of the Rotary club and the Blue Bird Bureau, at a fiesta in an amusement park. Each child was given a ticket with coupons good for a bag of peanuts, ice cream cone, a balloon, rides on the rapids, the scenic railway, and many others. The little ones also were entertained in the Children's theater, and at the windup each was given an American flag and then taken home by automobile.

Forest Lawn Cemetery Association

Omaha, Neb. July 5, 1917.
 Mr. Frank G. Jennings,
 Adm. Manager The Rotarian
 Chicago.

Dear Sir:

It may interest you to know that I have ordered a very fine display case for urns from the Lyons & Co., Lansing, Mich.

I never heard of this firm until I saw its ad in The Rotarian.

Respectfully,
 H. S. Maynard
 Secy.

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 Buyer
 And
 Seller
 Together
 To their
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 Advantage
 And
 Profit—
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Don't Stop—

When someone stops advertising,
 Someone stops buying.
 When someone stops buying,
 Someone stops selling.
 When someone stops selling,
 Someone stops making.
 When someone stops making,
 Someone stops earning.
 Everybody stops buying.
 Keep going.

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AN INVALUABLE REFERENCE BOOK ON ROTARY

Official Proceedings Of the Atlanta Convention In Book Form

- ¶ *The wonderful 1917 Rotary Convention is over! There will be other Rotary conventions in years to come—but never another just like Atlanta!*
- ¶ *Delegates and visitors from your club have returned home inspired by the wonderful addresses on Rotary and Patriotism. Their attendance at the daily convention sessions has given them an insight into Rotary such as they never had before.*
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- ¶ *Fill out the coupon below and mail it in TODAY. You can send your check with the coupon if you desire, or you can wait until you receive the book. We want an estimate of the number of copies desired. If you put it off it may be too late. It is too late to increase the number after the printing of the first forms is begun.*
- ¶ *The type is now being set and every effort will be made to get the books off the press and into the hands of Rotarians by July 25th.*

-----TEAR OFF HERE-----

International Association of Rotary Clubs,
910 Michigan Ave., CHICAGO, U. S. A.

Gentlemen: Please reserve for me.....copies of the "Proceedings—Eighth Annual Rotary Convention" at \$1.50 each.

Cloth bound; approximately Name.....
380pp; complete index.....

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The Rotary Code of Ethics For Business Men of All Lines

Adopted by the Sixth Annual Convention of the International
Association of Rotary Clubs at San Francisco, July 19-23, 1915

My business standards shall have in them a note of sympathy for our common humanity. My business dealings, ambitions and relations shall always cause me to take into consideration my highest duties as a member of society. In every position in business life, in every responsibility that comes before me, my chief thought shall be to fill that responsibility and discharge that duty so when I have ended each of them, I shall have lifted the level of human ideals and achievements a little higher than I found them. In view of this your committee holds that fundamental in a code of trade ethics for International Rotary are the following principles:

First: To consider my vocation worthy, and as affording me distinct opportunity to serve society.

Second: To improve myself, increase my efficiency and enlarge my service, and by so doing attest my faith in the fundamental principle of Rotary, that he profits most who serves best.

Third: To realize that I am a business man and ambitious to succeed; but that I am first an ethical man, and wish no success that is not founded on the highest justice and morality.

Fourth: To hold that the exchange of my goods, my service and my ideas for profit is legitimate and ethical, provided that all parties in the exchange are benefited thereby.

Fifth: To use my best endeavors to elevate the standards of the vocation in which I am engaged, and so to conduct my affairs that others in my vocation may find it wise, profitable and conducive to happiness to emulate my example.

Sixth: To conduct my business in such a manner that I may give a perfect service equal to or even better than my competitor, and when in doubt to give added service beyond the strict measure of debt or obligation.

Seventh: To understand that one of the greatest assets of a professional or of a business man is his friends and that any

advantage gained by reason of friendship is eminently ethical and proper.

Eighth: To hold that true friends demand nothing of one another and that any abuse of the confidences of friendship for profit is foreign to the spirit of Rotary, and in violation of its Code of Ethics.

Ninth: To consider no personal success legitimate or ethical which is secured by taking unfair advantage of certain opportunities in the social order that are absolutely denied others, nor will I take advantage of opportunities to achieve material success that others will not take because of the questionable morality involved.

Tenth: To be not more obligated to a Brother Rotarian than I am to every other man in human society; because the genius of Rotary is not in its competition, but in its cooperation; for provincialism can never have a place in an institution like Rotary, and Rotarians assert that Human Rights are not confined to Rotary Clubs, but are as deep and as broad as the race itself; and for these high purposes does Rotary exist to educate all men and all institutions.

Eleventh: Finally, believing in the universality of the Golden Rule, **All Things Whosoever Ye Would that Men Should Do Unto You, Do Ye Even So Unto Them**, we contend that Society best holds together when equal opportunity is accorded all men in the natural resources of this planet.

Summary

THE MOTIVE OF THE CODE. It is not the Greek motive of Ethics, which is based upon perfecting the person and perpetuating the State simply to preserve the Ego, but this code is predicated on love. That is, the Rotarian does not do right simply because it preserves himself, but because he had rather be destroyed than to destroy another. Thus this code of ethics is founded on love.

THE VALUE OF THE CODE. This Code does not take sides in the present dispute in society between the Conservative and the Liberal. It argues nothing merely because it is conservative or liberal. This Code seeks one thing—the value—the utility of the Ethics it propounds. The utility of the Code and not its liberalism nor its conservatism has been the ideal of the men who wrote it. By this it must stand, for by this it cannot fall.

Firestone Tires



IN this Tire Firestone builders have brought to practical success all the possibilities foreseen in Cord construction. The Firestone Cord Tire is resilient with a quality of rubber and perfection of design exclusively Firestone. Agile and sturdy, it will "take the dare" of any road and give you mile after mile of dauntless going.

And this Cord Tire is strong with a toughness of tread and power of body which only Firestone building can accomplish. Whether in Cord or Fabric, the Firestone Red Side Wall and Black Tread is a distinctive mark of efficient travel.

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